UNDERSTANDING JOB SATISFACTION AT ELECTROSTEEL CASTING LTD

*A.Sridevi[1], and Dr. R. Eswaraiah[2]

Department of management studies, Narayana Engineering College (Autonomous), Gudur

ABSTRACT

This study explores the level of job satisfaction among employees at Electrosteel Casting Limited, focusing on factors such as work environment, compensation, career growth, and management practices. Data was collected through structured questionnaires and analyzed to identify satisfaction trends and areas needing improvement. Findings indicate that while employees are generally satisfied with job security and team collaboration, there are concerns regarding promotional opportunities and recognition. The study highlights the importance of regular feedback, transparent policies, and employee engagement in enhancing job satisfaction. Recommendations are provided to help the organization improve morale and retention. This research contributes valuable insights into workforce dynamics within the manufacturing sector.

Keywords: Job Satisfaction, Employee Engagement, Workplace Environment, Electrosteel Casting Ltd.

Introduction

Electrosteel Castings Limited (ECL) is a prominent Indian manufacturer specializing in Ductile Iron (DI) pipes and fittings, with a legacy spanning over six decades. The company operates multiple state-of-the-art facilities across India, including a significant plant in Rachagunneri, Andhra Pradesh. This integrated facility, known as Srikalahasthi Works, is spread over 242 acres and boasts a 400,000 TPA DI pipe plant, along with a mini blast furnace, coke oven plant, cement plant, ferro silicon plant, and a sewage water recycling unit . ECL's products are exported to over 110 countries, making it one of the largest exporters of DI pipes in India . The company is committed to sustainability, utilizing blast furnace gas for energy needs to reduce carbon emissions. With a strong presence in the global market, Electrosteel continues to uphold its mission of providing safe drinking water through innovative and high-quality infrastructure solutions.

The significance of the study at Electrosteel Castings Limited's Srikalahasthi Works in Rachagunneri lies in its role as a state-of-the-art manufacturing facility that integrates multiple industrial processes. Spanning 242 acres, it houses a 400,000 TPA Ductile Iron Pipe Plant, a 525,000 TPA Mini Blast Furnace, and a 280,000 TPA Coke Oven Plant, among other units. This integration enhances operational efficiency and reduces environmental impact. The facility also contributes significantly to local employment and skill development, exemplified by its 100-day tailoring and fashion designing program for women in the surrounding villages. Additionally, it supports sustainable practices through a 22 MW Waste Heat Recovery Captive Power Plant and a 5 MLD Municipal Sewage Water Treatment Plant. These initiatives underscore the facility's importance in fostering economic growth, environmental sustainability, and community development in the region.

Electrosteel Castings Limited operates in the iron and steel industry**,** specializing in the production of Ductile Iron (DI) pipes and fittings**.** The company plays a vital role in the water infrastructure and sanitation sector**,** supplying products used in water supply, sewage, and industrial piping systems. With a strong manufacturing base and global reach, it supports major urban and rural infrastructure projects. Electrosteel's focus on quality and sustainability makes it a key player in the utility and infrastructure development space.

REVIEW OF LITERATURE

Armstrong, M. (2006) Armstrong's handbook provides a comprehensive overview of HR practices and their impact on job satisfaction. It emphasizes the role of motivation, performance management, and employee engagement. Reward systems, training, and development are key drivers of satisfaction according to the author. The book outlines strategies for building a positive organizational culture. It advocates for continuous feedback and recognition to improve morale. Overall, it serves as a foundational guide in linking HRM to employee well-being.

Arnett, D. B. (2005) Arnett explores the use of internal marketing to improve job satisfaction in the hospitality sector. He emphasizes pride in one's job as a key motivational tool. Satisfied employees are more loyal and deliver higher service quality. Internal communication and employee recognition are highlighted as crucial factors. The study reveals that internal branding impacts job attitudes. It concludes that employee pride is a strategic advantage in service industries.

Jung, Y., & Suh, Y. (2019) This study applies text mining to analyze online employee reviews for job satisfaction insights. It identifies recurring satisfaction factors like leadership, work-life balance, and career growth. The methodology provides a data-driven perspective on employee sentiment. It shows that qualitative employee feedback can guide HR policies. Results suggest that employees value autonomy and respectful management. The paper advances digital methods in organizational research.

Kara, S. (2020) Kara investigates job satisfaction and burnout among visual arts teachers. The study finds a negative correlation between job satisfaction and burnout levels. Key satisfaction drivers include appreciation, job security, and manageable workloads. Teachers facing lack of support and recognition report higher burnout. The findings emphasize the importance of supportive leadership in schools. It contributes to understanding occupational well-being in educational settings.

Kim, W. G., Leong, J. K., & Lee, Y.-k. (2005) The study explores how service orientation influences job satisfaction in restaurant chains. Employees with strong service values report higher satisfaction and organizational commitment. Satisfaction also affects employees' intentions to stay or leave. Training and supportive management enhance these positive outcomes. A service culture is shown to directly benefit both workers and customers. The study underscores the importance of value alignment in service industries.

Kaya, E. (1995) Kaya examines job satisfaction among librarians in developing countries. Findings reveal dissatisfaction due to inadequate resources and low professional status. Despite challenges, intrinsic motivation like public service still drives satisfaction. Opportunities for training and advancement are limited, impacting morale. The paper calls for institutional support to improve job conditions. It provides early insight into professional satisfaction in under-resourced environments.

Locke, E. A. (1976) Locke provides a theoretical framework on the causes of job satisfaction. He defines it as a pleasurable emotional state from job appraisal. The theory emphasizes values, expectations, and individual perceptions. Job satisfaction is linked to goal attainment and work environment. The study integrates cognitive and emotional factors in workplace happiness. Locke's model remains influential in industrial-organizational psychology.

Newstrom, J. (2017) Newstrom explores human behavior at work through organizational behavior principles. He links leadership styles and motivation to employee satisfaction. Workplace culture, team dynamics, and communication are central themes. The book emphasizes the psychological needs of employees. Positive environments are found to promote productivity and retention. It serves as a practical guide for managing workplace behavior.

Qader, A. N. (2021) Qader investigates how non-monetary incentives affect employee satisfaction. Flexible work schedules, recognition, and supportive environments increase morale. Employees value emotional and social rewards alongside salary. The study reveals a shift toward intrinsic motivation in the workforce. Workplace culture significantly influences satisfaction outcomes. The research supports a holistic approach to employee engagement.

Statt, D. (2004) Statt's dictionary provides concise definitions of business and HR concepts. Job satisfaction is discussed in terms of productivity and staff retention. The entry outlines internal and external factors influencing satisfaction. It connects job design, compensation, and organizational culture. The work is a reference for understanding HR terminology. It emphasizes clarity in communication within management practices.

Vroom, V. (1964) Vroom's expectancy theory links motivation to expected outcomes of work effort. He argues that people are motivated when they expect their efforts to lead to desired rewards. Job satisfaction arises when work outcomes align with personal goals. The theory emphasizes rational decision-making in the workplace. Employee behavior is influenced by perceived instrumentality and valence. Vroom's model laid groundwork for performance-based HR practices.

Despite extensive research on job satisfaction, there is a lack of company-specific studies focusing on Electrosteel Castings Public Ltd. Company. Most existing literature addresses general factors affecting job satisfaction but does not explore how these factors manifest in the unique organizational culture and operational structure of Electrosteel. Limited attention has been given to employee perceptions within heavy manufacturing industries, especially in the Indian context. Additionally, generational differences, such as the expectations of Gen Z employees, remain underexplored in this company. This creates a gap in understanding tailored strategies to improve job satisfaction and retention at Electrosteel.

RESEARCH METHODOLOGY

The study on employee job satisfaction at Electro Steel Casting Public Ltd is essential to understand the overall well-being, motivation, and engagement of the workforce. It helps identify areas of strength and areas needing improvement within the organization. By assessing satisfaction levels, management can implement strategies to boost morale and productivity. This study also

supports employee retention and reduces turnover. Ultimately, it contributes to building a more efficient and positive work environment.

The Scope of the Study Provide an overview of the specific focus and boundaries of the study on employee job satisfaction. To find out the practical difficulties involved in satisfaction of employees in the job. The study can be bring out solution of the employee job satisfaction in the organization. The study is to determine the factors influencing satisfaction of employees in the organization.

Objectives of the study

- ➢ To analyses the Employees are satisfied or not their salaries and facilities.
- ➢ To estimate Employees are satisfied or not in their Job role.
- ➢ To analyses the employee relations, in the workplace.
- ➢ To evaluate the companies work Environment.
- ➢ To providing the safety measures for the employees are not.

Research Design

A descriptive research design will be used to analyze the Employee job satisfaction system. Both qualitative and quantitative methods will be incorporated to ensure a comprehensive study.

500 Employees of Electrosteel Castings Ltd, Srikalahasthi.100 employees (including junior staff, mid-level managers, and HR personnel). Simple random sampling to ensure representation from different departments. Structured questionnaires will be distributed to employees across different levels.HR managers and supervisors will be interviewed to understand the appraisal process. Workplace observations will be conducted to understand how performance evaluations are carried out. Company records on past performance appraisals. HR policies and reports related to performance management. Research papers, articles, and case studies on performance appraisal best practices. Statistical tools like percentages, mean, and standard deviation will be used for survey data analysis. Thematic analysis will be used to interpret interview and observation findings. Excel for data analysis.

DATA ANALYSIS AND INTERPRETATION

How satisfied are you with your job overall?

Employee job satisfaction refers to how content and fulfilled an employee feels with their job and work environment. It encompasses various factors, such as work culture, salary, benefits, opportunities for growth, relationships with colleagues and management, job responsibilities, and work-life balance. High job satisfaction often leads to greater motivation, improved performance, and a lower turnover rate.

Table 1 To Understand the Employee job satisfaction in the organization

S.No	Opinion	Respondents	Percentage
1	Very Satisfied	50	50
2	Dissatisfied	8	8
3	Neutral	17	17
4	Satisfied	20	20

5	Very Dissatisfied	5	5
	Total	100	100

Source: Primary Data

Above table reveals that a majority of respondents (50%) are very satisfied with their job, indicating a generally positive work environment at Electrosteel Castings Public Ltd. Additionally, 20% are satisfied, further supporting this trend. However, 17% of employees remain neutral, suggesting potential areas for improvement. A smaller portion, 13% (dissatisfied and very dissatisfied combined), reflects some dissatisfaction that the company may need to address to enhance overall employee morale and retention.
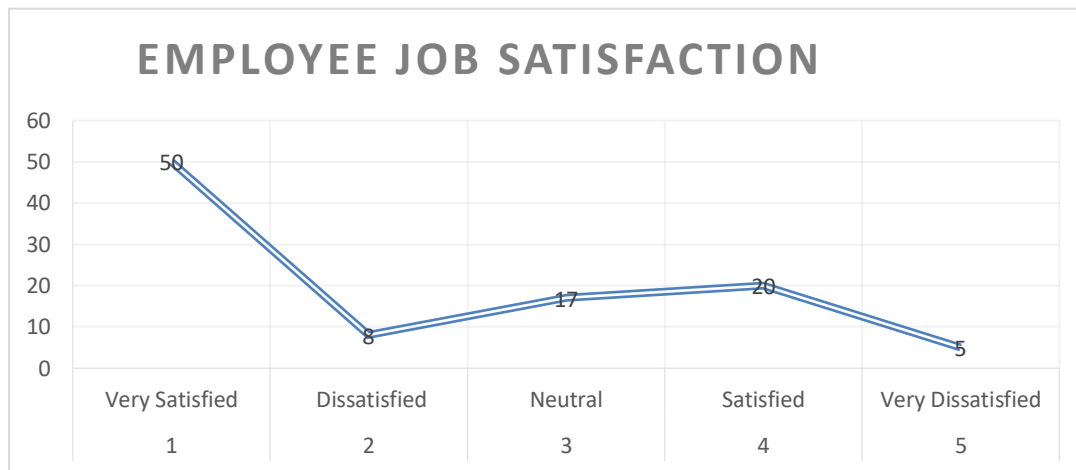

Figure 1 To understand the Employee job satisfaction in the organization

Above figure reveals that out of 100 sample respondents, the majority 50(50%) of the respondents are Very satisfied for Employee job satisfaction in the organization 8(8%) respondents are Dissatisfied and 17(17%) respondents are Neutral regarding Employee job satisfaction in the organization. where as 20(20%) respondents are satisfied regarding Employee job satisfaction organization. and 5(5%) respondents are Dissatisfied regarding Employee job satisfaction in the organization. Therefore,50% of the respondents are Very satisfied for Employee job satisfaction in the organization.

How often do you feel engaged and motivated at work?

Employee engagement refers to the level of commitment, enthusiasm, and emotional investment an employee has toward their work and organization. Engaged employees are passionate about their roles, take initiative, and feel a strong connection to the company's goals and values. High employee engagement typically leads to increased productivity, better performance, and lower turnover rates. It is influenced by factors like meaningful work, recognition, opportunities for growth, and a positive workplace culture.

Table 2 The employee engagement and motivation at work to the organization

S.No	Opinion	Respondents	Percentage
1	Very Satisfied	44	44
2	Dissatisfied	9	9
3	Neutral	19	19
4	Satisfied	22	22
5	Very Dissatisfied	6	6
	Total	100	100

Source: Primary Data

Above table indicates that the majority of respondents (44%) are very satisfied with the subject in question, showing a strong positive response. Additionally, 22% reported being satisfied, while 19% remained neutral. Only a small portion expressed dissatisfaction, with 9% dissatisfied and 6% very dissatisfied. Overall, the results suggest a generally favorable perception among the respondents.
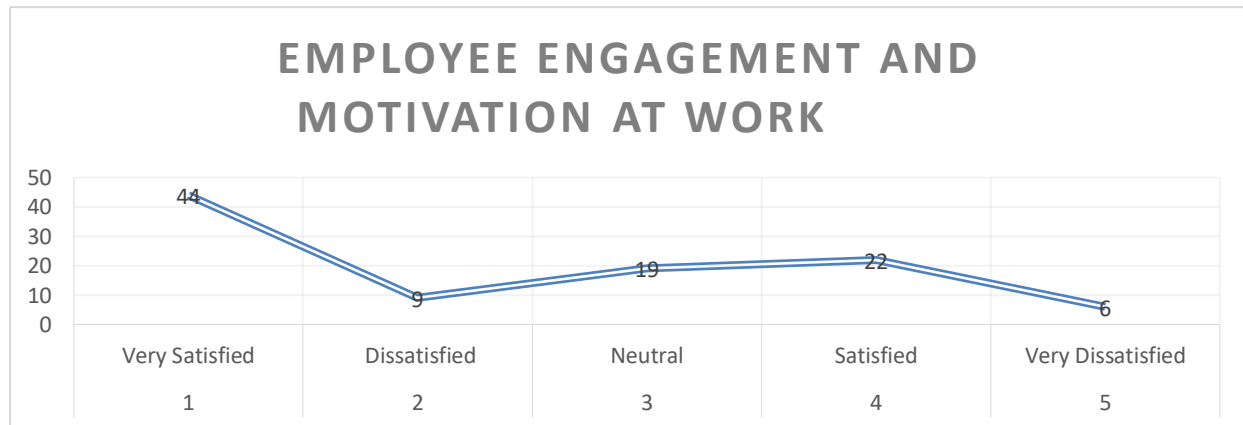

Figure 2 To employee engagement and motivation at work to the organization

Above figure reveals that out of 100 sample respondents, the majority 44(44%) of the respondents are Very satisfied for employee engagement and motivation at work to the organization 9(9%) respondents are Dissatisfied and 19(19%) respondents are Neutral regarding for employee engagement and motivation at work to the organization. where as 22(22%) respondents are Satisfied regarding Sometimes regarding for employee engagement and motivation at work to the organization. and 6(6%) respondents are Very dissatisfied regarding for employee engagement and motivation at work to the organization. Therefore, 44% of the respondents are regarding Very Satisfied regarding for employee engagement and motivation at work in the organization.

How satisfied are you with your job responsibilities?

Employee job responsibilities refer to the specific tasks, duties, and expectations that an employee is assigned to perform as part of their role within an organization. These responsibilities outline what the employee is expected to accomplish in their position, contributing to the overall goals and success of the company. Job responsibilities can include a variety of activities, depending on

the role, such as completing projects, attending meetings, interacting with clients, producing reports, or maintaining certain systems. Clear job responsibilities help define an employee's role, set performance expectations, and guide daily work activities.

To evaluate the Employee job responsibilities in the organization

S. No	Opinion	Respondents	Percentage
1	Very Satisfied	43	43
2	Dissatisfied	7	7
3	Neutral	20	20
4	Satisfied	26	26
5	Very Dissatisfied	4	4
	Total	100	100

Source: Primary Data

Above table shows that a significant portion of respondents (43%) are very satisfied, and 26% are satisfied, indicating a predominantly positive outlook. Meanwhile, 20% of respondents remained neutral. On the other hand, only 7% were dissatisfied and 4% very dissatisfied. Overall, the responses reflect a generally positive level of satisfaction.

Figure 3 The Employee job responsibilities in the organization

Above figure reveals that out of 100 sample respondents, the majority 43(43%) of the respondents are Very Satisfied for Employee job responsibilities in the organization.7(7%) respondents are Dissatisfied and 20(20%) respondents are Neutral regarding for Employee job responsibilities in the organization. where as 26(26%) respondents are Satisfied regarding for Employee job responsibilities in the organization. and 4(4%) respondents are Very dissatisfied regarding for Employee job responsibilities in the organization.Therefore,43% of the respondents are regarding Very Satisfied regarding for Employee job responsibilities in the organization.

How satisfied are you with your physical work environment?

A physical work environment refers to the tangible space in which employees carry out their daily tasks, including office layouts, workstations, and the overall atmosphere. It encompasses factors such as lighting, temperature, noise levels, and ergonomics, which can significantly influence productivity, comfort, and well-being. A well-designed physical workspace fosters collaboration,

creativity, and efficiency, while also ensuring employees' safety and health. The environment plays a crucial role in employee satisfaction and can contribute to a positive company culture.

Table 4 To understand the satisfaction of physical work environment.

S.No	Opinion	Respondents	Percentage
1	Very Satisfied	65	65
2	Dissatisfied	6	6
3	Neutral	11	11
4	Satisfied	15	15
5	Very Dissatisfied	3	3
	Total	100	100

Source: Primary Data

Above table reveals that a majority of respondents (65%) are very satisfied, with an additional 15% expressing satisfaction, indicating a strong overall positive response. Only 11% remained neutral, while a small percentage reported negative opinions—6% dissatisfied and 3% very dissatisfied. This suggests that the general sentiment is overwhelmingly positive among the respondents.
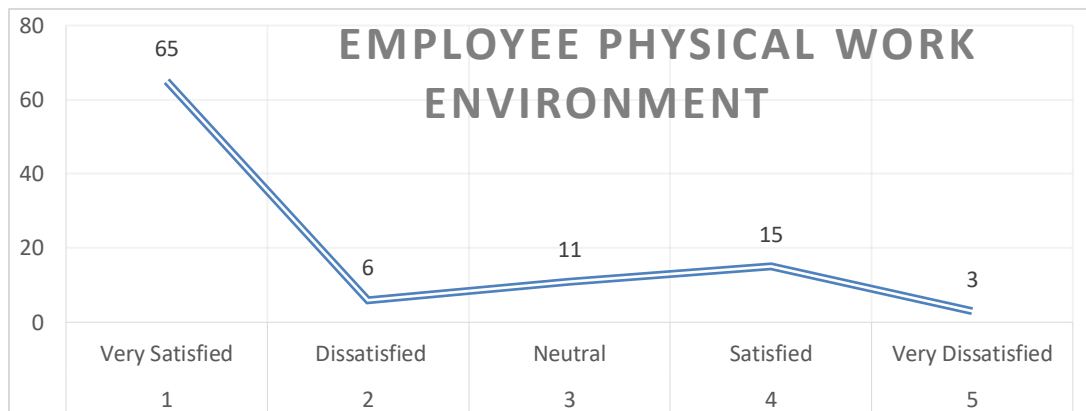

Figure 4 The Satisfaction of employee physical work environment.

Figure-4 reveals that out of 100 sample respondents, the majority 65(65%)of the respondents are Very satisfied to the Satisfaction of employee physical work environment.6(6%) respondents are Dissatisfied Most of the time and 11(%) respondents are Neutral regarding to the Satisfaction of employee physical work environment. where as 15(15%) respondents are Satisfied at all regarding to the Satisfaction of employee physical work environment. and 3(3%) respondents are Very dissatisfied regarding to the Satisfaction of employee physical work environment. Therefore,65%of the respondents are Very Satisfied for the Satisfaction of employee physical work environment.

How satisfied are you with your opportunities for growth and development?

Employee satisfaction with growth and development opportunities is essential for maintaining a motivated and engaged workforce. When employees feel supported in their personal and professional growth, they are more likely to remain committed to their roles and contribute positively to the organization. Regular opportunities for learning, skill development, and career progression help enhance job satisfaction. Understanding how employees feel about these

opportunities can guide organizations in improving their development programs and fostering a culture of growth.

Table 5 The Satisfaction with Growth and Development Opportunities

S. No	Opinion	Respondents	Percentage
1	Very Satisfied	56	56
2	Dissatisfied	9	9
3	Neutral	12	12
4	Satisfied	17	17
5	Very Dissatisfied	6	6
	Total	100	100

Source: Primary Data

Above table indicates that a majority of respondents (56%) are very satisfied, and 17% are satisfied, showing a strong overall positive response. About 12% of respondents remained neutral in their opinion. On the other hand, 9% were dissatisfied and 6% very dissatisfied. Overall, the responses suggest a generally favorable level of satisfaction.
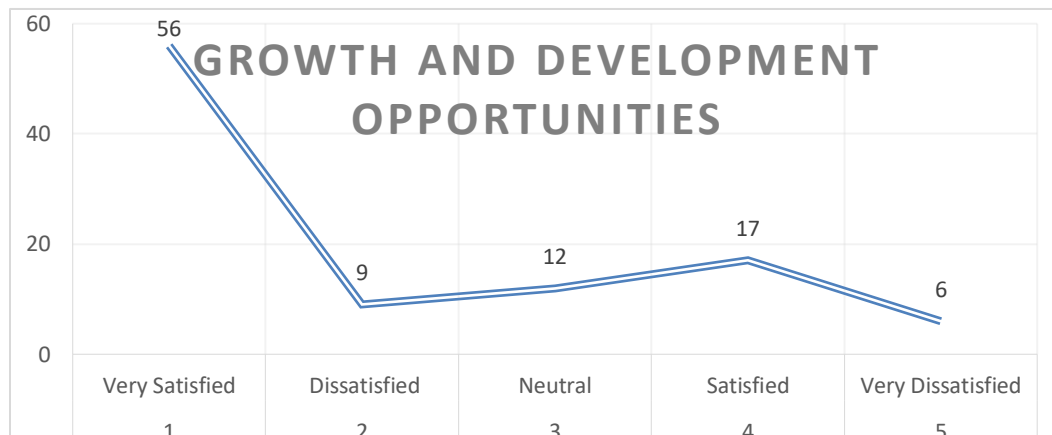

Figure 5 The Satisfaction with Growth and Development Opportunities

Above figure reveals that out of 100 sample respondents, the majority 56(56%)of the respondents are Very Dissatisfied to the Satisfaction with Growth and Development Opportunities. 9(9%) respondents are Dissatisfied Most of the time and 12(12%) respondents are Neutral regarding to the Satisfaction with Growth and Development Opportunities. where as 17(17%) respondents are Satisfied at all regarding to the Satisfaction with Growth and Development Opportunities. and 6(6%) respondents are Very dissatisfied regarding to the Satisfaction with Growth and Development Opportunities. Therefore,56% of the respondents are Very Satisfied for the Satisfaction with Growth and Development Opportunities.

FINDINGS AND RECOMMENDATIONS

The study explored various dimensions of employee satisfaction at Electrosteel Castings Public Ltd., with a focus on job satisfaction, motivation, job responsibilities, physical work environment, and growth opportunities. The results indicate a predominantly positive outlook among the

employees. Regarding overall job satisfaction, 50% of respondents reported being very satisfied, and 20% were satisfied, suggesting that a significant majority perceive their work environment and responsibilities favorably. However, 17% remained neutral, while a combined 13% (dissatisfied and very dissatisfied) reflected areas that may require attention to further boost employee morale and reduce potential turnover.

When assessing engagement and motivation at work, 44% of respondents stated they were very satisfied, followed by 22% who were satisfied. This highlights a strong sense of enthusiasm and emotional connection among employees toward their work. A smaller percentage expressed dissatisfaction, with 9% dissatisfied and 6% very dissatisfied, suggesting room for improvement in recognition and motivation strategies.

Satisfaction with job responsibilities also showed a similar trend, with 43% of respondents very satisfied and 26% satisfied, indicating that employees generally have a clear understanding of their roles and feel aligned with their duties. The neutral responses (20%) and lower levels of dissatisfaction (11% combined) further suggest a need for consistent communication and job role clarity.

The physical work environment emerged as a strong area of satisfaction, with 65% of respondents expressing that they were very satisfied and another 15% satisfied. This overwhelming positivity implies that the organization provides a well-maintained, comfortable, and productive workspace that supports employee well-being.

Lastly, with regard to growth and development opportunities, 56% of the employees reported being very satisfied, and 17% were satisfied, indicating that the organization is investing in career advancement and skill development. A total of 15% expressed dissatisfaction or strong dissatisfaction, highlighting an opportunity for the organization to further enhance its training and development programs to better support employee aspirations.

The findings reflect a favorable perception of the organizational environment across key dimensions, while also identifying specific areas where improvements can be made to further elevate employee satisfaction and engagement.

Managerial Implication

The high level of employee satisfaction at Electro Steel Casting Public Ltd indicates a positive work environment that management should continue to nurture. However, the presence of dissatisfied employees suggests areas that need improvement, possibly in communication, workload, or career growth. Addressing these concerns through feedback and support can boost morale and retention. Management should also recognize and reward performance to maintain motivation. Continuous improvement in HR practices will help sustain overall job satisfaction.

Policy maker's implication

For policymakers at Electro Steel Casting Public Ltd, the high job satisfaction levels reflect effective existing policies but also highlight the need for continuous evaluation. The dissatisfaction among a minority of employees signals potential gaps in areas like employee welfare, development, or communication. Policies should be designed to promote inclusiveness, fair

treatment, and growth opportunities. Regular assessments and updates to HR policies can help maintain alignment with employee expectations. Strengthening these areas will contribute to a more productive and committed workforce.

Scope for future study

Future studies on employee job satisfaction at Electro Steel Casting Public Ltd could explore the specific factors contributing to dissatisfaction, such as work-life balance, leadership styles, or compensation packages. Further research could examine the impact of job satisfaction on employee performance and organizational productivity. Longitudinal studies could track changes in satisfaction over time and identify trends or shifts in employee sentiment. Additionally, investigating the effectiveness of various satisfaction improvement initiatives would provide valuable insights. Such studies would help tailor future policies and enhance overall workplace satisfaction.

Limitations of The Study

This study on employee satisfaction at Electro Steel Casting Public Ltd is limited by its sample size, which may not fully represent the entire workforce. The data collected is based on self-reported responses, potentially leading to bias or inaccurate reporting. Additionally, the study focuses only on current employees, excluding insights from former staff who may offer valuable perspectives. Time constraints restricted a more in-depth analysis of departmental differences in satisfaction levels. Lastly, external factors such as market conditions or economic changes were not considered, which may influence employee sentiment.

CONCLUSION

In conclusion, the study highlights that employee satisfaction at Electro Steel Casting Public Ltd is generally positive, with most employees expressing contentment in their roles. Key factors contributing to satisfaction include supportive management, job security, and workplace environment. However, areas such as career growth and communication need improvement. Addressing these concerns can further enhance employee morale and productivity. Overall, a focused approach to employee engagement will benefit both staff and the organization.

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