

A Study on Enhancing Employee Satisfaction Through Effective Engagement Strategies at Ultratech Cement Limited, Sedam

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Abstract—Employee satisfaction and engagement are important determinants of workforce stability, motivation and organizational effectiveness. The present study examines employee satisfaction and selected engagement practices at UltraTech Cement Limited, Sedam. The study focuses on compensation, supervisory support, promotion opportunities, recognition and the overall level of employee engagement. A descriptive research design was adopted. Primary data were collected through a structured questionnaire from 50 respondents, while secondary information was obtained from books, research articles and relevant organizational sources. The collected data were analysed using frequency and percentage methods.

The results indicate that 82% of respondents were satisfied or highly satisfied with salary, 76% were satisfied or very satisfied with immediate supervisor support, and 70% reported that good performance was recognised always or often. Overall, 64% of the respondents reported high or very high engagement. Promotion opportunities were comparatively less favourable, with 34% of respondents remaining neutral and 12% dissatisfied. The study concludes that UltraTech Cement Limited, Sedam has a positive base of employee satisfaction and engagement, while further improvement can be achieved through transparent career progression, consistent recognition, stronger communication and continued employee participation.

Index Terms—Employee Satisfaction, Employee Engagement, Recognition, Supervisory Support, Promotion Opportunities, Human Resource Management.

I. INTRODUCTION

Human resources are among the most important assets of an organisation. The effectiveness of technology, capital and production systems ultimately depends on

the knowledge, motivation and commitment of employees. In a competitive business environment, organisations therefore need to create conditions in which employees are satisfied with their work and actively engaged in achieving organisational goals.

Employee satisfaction refers to the degree to which employees feel positive about their job and workplace. It is influenced by factors such as salary, incentives, working conditions, safety, supervisory support, welfare facilities, training, recognition and career opportunities. Employee engagement goes beyond satisfaction and reflects the extent to which employees are emotionally involved, willing to contribute discretionary effort and prepared to take responsibility for organisational success.

Engagement strategies such as supportive supervision, employee recognition, participation in decision-making, opportunities for development and transparent communication can strengthen the employee-organisation relationship. When employees feel valued, heard and supported, they are more likely to develop a stronger sense of commitment and remain with the organisation.

The importance of these factors is particularly high in the cement industry, where employees work in production, maintenance, mines, quality, logistics, safety and administrative functions. Such operations require coordination, technical competence, disciplined work practices and a strong safety culture. Employee satisfaction and engagement can therefore contribute to workforce stability as well as operational effectiveness.

The present study, titled “A Study on Enhancing Employee Satisfaction Through Effective

Engagement Strategies at UltraTech Cement Limited, Sedam,” examines employees’ perceptions of important satisfaction and engagement factors. The study identifies favourable areas as well as opportunities for improvement and provides practical implications for strengthening employee experience and engagement.

II. REVIEW OF LITERATURE

Employee satisfaction and engagement have been widely studied in organisational behaviour and Human Resource Management. Prior research shows that both job conditions and organisational support influence the way employees feel about their work and the effort they contribute.

Kahn (1990) introduced the concept of personal engagement and explained that employees engage more fully in their work when they experience psychological meaningfulness, safety and availability. His work established an important theoretical foundation for understanding employee engagement.

Harter, Schmidt and Hayes (2002) examined employee satisfaction-engagement across thousands of business units and found meaningful relationships with outcomes such as productivity, customer satisfaction, profitability, turnover and safety. The study demonstrated the organisational relevance of improving employee attitudes and engagement.

Schaufeli, Salanova, González-Romá and Bakker (2002) conceptualised work engagement through the dimensions of vigour, dedication and absorption. Their work highlighted engagement as a positive work-related state rather than merely the absence of burnout.

Saks (2006) used social exchange theory to explain employee engagement and found that organisational support, rewards, job characteristics and fairness are important antecedents of engagement. The study also linked engagement with job satisfaction, organisational commitment and intention to stay.

Bakker and Demerouti (2007) through the Job Demands-Resources model, explained that job resources such as support, feedback, development

opportunities and autonomy can stimulate motivation and engagement, particularly when employees face demanding work environments.

Saks (2019) revisited the antecedents and consequences of employee engagement and reinforced the importance of supportive organisational practices and job resources in explaining different forms of employee engagement.

III. RESEARCH GAP

Existing research establishes that employee satisfaction and engagement are influenced by organisational support, recognition, job resources, fairness and development opportunities. However, much of the literature examines these concepts in broad cross-industry settings or treats satisfaction and engagement separately. There is comparatively limited organisation-specific evidence on how selected engagement practices are perceived alongside employee satisfaction in cement manufacturing units. The present study addresses this contextual gap by examining satisfaction, supervisory support, promotion opportunities, recognition and overall engagement among employees at UltraTech Cement Limited, Sedam. The study is descriptive and does not claim causal relationships; instead, it identifies practical areas that can be strengthened to enhance the employee experience.

IV. OBJECTIVES OF THE STUDY

- To study the level of employee satisfaction at UltraTech Cement Limited, Sedam.
- To examine employee satisfaction with compensation and supervisory support.
- To analyse employees’ perceptions of promotion opportunities and recognition practices.
- To assess the overall level of employee engagement in the organisation.
- To suggest practical engagement strategies for improving employee satisfaction and commitment.

V. RESEARCH METHODOLOGY

The present study follows a descriptive research design to understand employee satisfaction and engagement at UltraTech Cement Limited, Sedam. A

descriptive design is appropriate because the study focuses on collecting and presenting employees' opinions regarding selected workplace and engagement factors.

The study is based on both primary and secondary data. Primary data were collected through a structured questionnaire from 50 respondents. The questionnaire covered demographic information and factors such as salary, incentives, working conditions, safety, supervisory support, training, welfare, promotion, motivation, recognition, employee participation, intention to continue with the organisation and overall engagement. Secondary information was obtained from books, academic research articles and relevant organisational sources.

Respondents were selected using the convenience sampling method based on accessibility and willingness to participate. The collected responses were classified and analysed using frequency and percentage methods. The results are presented through selected tables and bar charts. Since the study uses descriptive percentage analysis, the findings indicate patterns in the sample and should not be interpreted as proof of causal relationships.

VI. SURVEY RESULTS

1. Table Showing Satisfaction with Salary Provided by the Company

Option	No. of Respondents	% of Respondents
Satisfied	26	52%
Highly satisfied	15	30%
Neutral	9	18%
Total	50	100%

SOURCE: Primary Survey

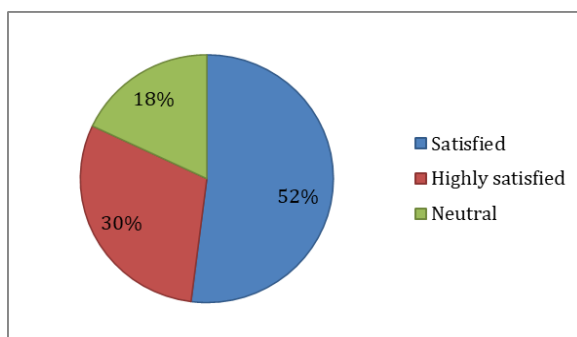


Figure 1

Analysis

The table shows that 26 respondents (52%) were satisfied with the salary provided by the company, 15 respondents (30%) were highly satisfied, and 9 respondents (18%) were neutral. No respondent in the analysed sample selected a dissatisfied category.

Interpretation

A combined 82% of the respondents were satisfied or highly satisfied with salary. This indicates a generally favourable perception of compensation and suggests that salary is a positive contributor to employee satisfaction in the study unit.

2. Table Showing Satisfaction with Support Received from the Immediate Supervisor

Option	No. of Respondents	% of Respondents
Satisfied	26	52%
Very satisfied	12	24%
Neutral	10	20%
Dissatisfied	2	4%
Total	50	100%

SOURCE: Primary Survey

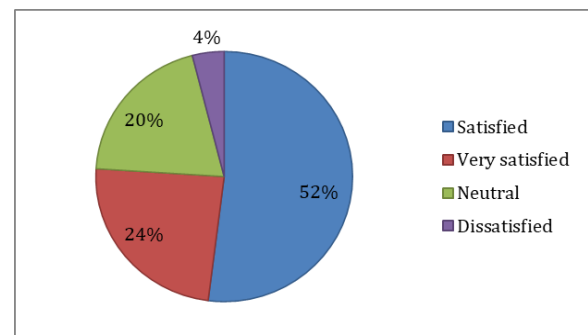


Figure 2

Analysis

The table indicates that 26 respondents (52%) were satisfied with the support received from their immediate supervisor, 12 respondents (24%) were very satisfied, 10 respondents (20%) were neutral, and 2 respondents (4%) were dissatisfied.

Interpretation

The combined positive response is 76%, showing that supervisory support is a strong aspect of the employee experience. Supportive supervisors can strengthen trust, communication and day-to-day engagement, although the neutral and dissatisfied responses indicate scope for more consistent managerial support.

3. Table Showing Satisfaction with Promotion Opportunities

Option	No. of Respondents	% of Respondents
Neutral	17	34%
Satisfied	16	32%
Very satisfied	10	20%
Dissatisfied	6	12%
No response	1	2%
Total	50	100%

SOURCE: Primary Survey

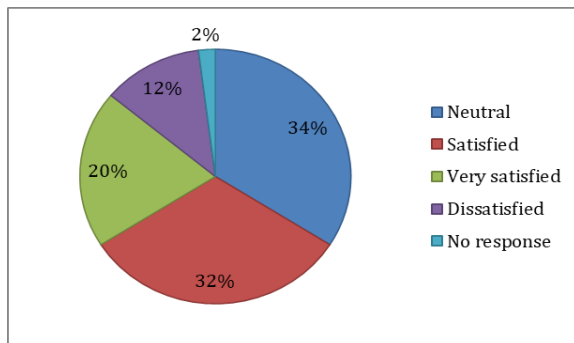


Figure 3

Analysis

The table shows that 17 respondents (34%) were neutral about promotion opportunities, 16 respondents (32%) were satisfied, 10 respondents (20%) were very satisfied, 6 respondents (12%) were dissatisfied, and 1 respondent (2%) did not respond.

Interpretation

Promotion opportunities emerge as a comparatively weaker area. Although 52% were satisfied or very satisfied, the largest single group was neutral at 34% and 12% were dissatisfied. Clearer career paths, transparent promotion criteria and regular career discussions may therefore improve satisfaction and long-term commitment.

4. Table Showing Recognition and Appreciation of Good Performance

Option	No. of Respondents	% of Respondents
Often	22	44%
Always	13	26%
Sometimes	10	20%
Never	4	8%
No response	1	2%
Total	50	100%

SOURCE: Primary Survey

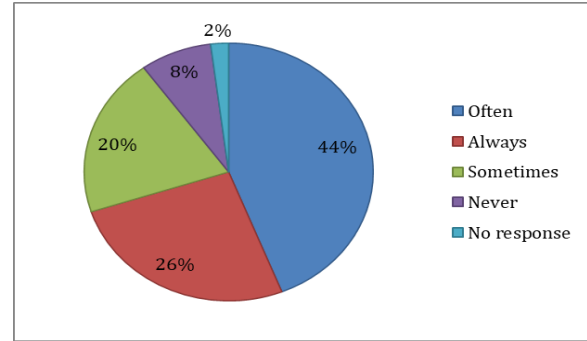


Figure 4

Analysis

The table reveals that 22 respondents (44%) stated that good performance is often recognised and appreciated, 13 respondents (26%) selected always, 10 respondents (20%) selected sometimes, 4 respondents (8%) selected never, and 1 respondent (2%) did not respond.

Interpretation

A total of 70% of the respondents reported that recognition occurs always or often. This is a positive engagement indicator because timely appreciation can reinforce desirable performance and strengthen employees' sense of value. However, the remaining responses show the need for more consistent recognition across employees and departments.

5. Table Showing Overall Level of Employee Engagement in the Organisation

Option	No. of Respondents	% of Respondents
Very high	16	32%
High	16	32%
Moderate	10	20%
Low	7	14%
No response	1	2%
Total	50	100%

SOURCE: Primary Survey

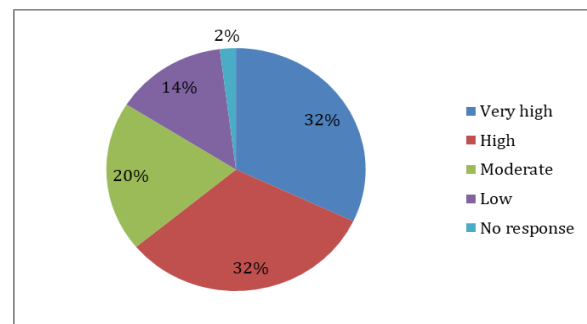


Figure 5

Analysis

The table shows that 16 respondents (32%) reported a very high level of engagement and another 16 respondents (32%) reported a high level. A further 10 respondents (20%) reported moderate engagement, 7 respondents (14%) reported low engagement, and 1 respondent (2%) did not respond.

Interpretation

Overall engagement is positive, with 64% of respondents reporting high or very high engagement. At the same time, 34% reported moderate or low engagement. This indicates that the organisation has a strong base of engaged employees, but targeted strategies relating to career growth, recognition, communication and participation can further improve engagement and satisfaction.

VII. KEY FINDINGS AND MANAGERIAL IMPLICATIONS

- Compensation is viewed favourably, with 82% of respondents satisfied or highly satisfied with salary. Maintaining internal fairness and periodic market review can help preserve this strength.
- Supervisory support is a strong engagement factor, with 76% reporting satisfaction or high satisfaction. Manager coaching and consistent people-management practices can further strengthen this area.
- Promotion opportunities require the greatest attention among the selected results. The large neutral group (34%) and dissatisfied group (12%) suggest a need for clearer career paths and transparent advancement criteria.
- Recognition is generally positive, with 70% reporting that good performance is recognised always or often. A structured and inclusive recognition system can make appreciation more consistent across teams.
- Overall engagement is encouraging, with 64% reporting high or very high engagement. Targeted action for employees reporting moderate or low engagement can help improve retention, motivation and discretionary effort.

VIII. CONCLUSION

Employee satisfaction and engagement are important for creating a stable, motivated and productive workforce. The present study at UltraTech Cement Limited, Sedam indicates a generally favourable employee experience. Salary satisfaction and supervisory support are strong areas, while recognition is also experienced frequently by a majority of respondents. The overall engagement result is positive, with nearly two-thirds of respondents reporting high or very high engagement.

At the same time, the study identifies career progression as an important area for improvement. Transparent promotion policies, regular career discussions, consistent recognition, supportive supervision and meaningful employee participation can strengthen engagement and enhance satisfaction. By continuously reviewing employee expectations and responding through practical HR initiatives, the organisation can further improve commitment, retention and long-term organisational effectiveness.

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