



To cite this article: Simran Chawla, Dr. Sharad Kumar Devangan, Dr. Ashok Verma and Rohan Agarwal (2026). INFLUENCE OF JOB SATISFACTION AND EMPLOYEE ENGAGEMENT ON LOYALTY AMONG EMPLOYEES IN THE CEMENT INDUSTRY WITH REFERENCE TO NUVOCO CEMENT IN BALODA BAZAR BHATAPARA DISTRICT, International Journal of Research in Commerce and Management Studies (IJRCMS) 8 (2): 935-944 Article No. 728 Sub Id 1229

## INFLUENCE OF JOB SATISFACTION AND EMPLOYEE ENGAGEMENT ON LOYALTY AMONG EMPLOYEES IN THE CEMENT INDUSTRY WITH REFERENCE TO NUVOCO CEMENT IN BALODA BAZAR BHATAPARA DISTRICT

Simran Chawla<sup>1</sup>, Dr. Sharad Kumar Devangan<sup>2</sup>, Dr. Ashok Verma<sup>3</sup> and Rohan Agarwal<sup>4</sup>

<sup>1</sup>Research Scholar,

<sup>2,3,4</sup>Assistant Professors (Commerce),

<sup>1</sup>Atal Bihari Vajpayee Vishwavidyalaya Bilaspur (C.G.),

<sup>2</sup>Dr. Bhavar Singh Porte Govt. PG College, Pendra (C.G.),

<sup>3,4</sup>GOVT GNA PG College Bhatapara,CG.

DOI: <https://doi.org/10.38193/IJRCMS.2026.8266>

### ABSTRACT

Employee loyalty refers to the commitment of employees to remain with an organization for a long period because they feel valued, respected, and connected to the organization's mission. Loyal employees are more likely to contribute positively to organizational performance and work toward achieving its goals. This study examines the influence of job satisfaction and employee engagement on employee loyalty in the cement industry, with special reference to \*\*Nuvoco Vistas Corporation Limited located in Baloda Bazar–Bhatapara District, Chhattisgarh, India. Job satisfaction and employee engagement are considered important factors that encourage employees to remain loyal to their organization. Primary data were collected from employees through a structured questionnaire based on a Likert scale. The data were analyzed using statistical tools such as correlation, and regression. The results indicate that higher levels of job satisfaction and employee engagement significantly enhance employee loyalty and help organizations reduce employee turnover.

**KEYWORDS:** Job Satisfaction, Employee Engagement, Employee Loyalty, Nuvoco Cement.

### 1. INTRODUCTION

Due to its abundant limestone reserves and various cement manufacturing facilities, which greatly boost the state's economy, Chhattisgarh is a major producer of cement. When ACC Limited built a cement plant in Jamul in 1965, the industry started to grow in the 1960s. In 1975, Century Cement established a facility close to Raipur, offering its employees social and residential amenities. Chhattisgarh became a significant hub for cement production in India throughout the 1980s and 1990s



when large corporations like Lafarge, Ambuja Cements, UltraTech Cement, and Grasim Industries expanded facilities in districts like Janjgir-Champa and Hirri. It was recently declared a district. It is known for its cement plants. Baloda Bazar is known as the cement hub of Chhattisgarh due to the presence of several reputable cement plants, including Ultra Tech Cement Hirmi, Grasim Cement Rawan, Ambuja Cement Rawan, and Lafarge Cement Sonadih.

### **Brief description about Nuvoco cement in Baloda Bazar.**

Nuvoco Cement, headquartered in Baloda Bazar, Raipur, Chhattisgarh, is a leading cement manufacturer that serves both local and regional consumers. The organization is well-known for its dedication to client satisfaction and has created a significant position in the sector. Nuvoco provides a wide variety of products and services, including cement, ready-mix concrete (RMX), and modern building materials (MBM). The company's facilities are ideally located to deliver a wide selection of premium items to clients throughout India.

### **Employee Loyalty**

Employee loyalty refers to employees' commitment and dedication to their organization, which encourages them to stay with the company for a long period. Loyal personnel are happy with their jobs, stay motivated, and actively work to attain organizational goals. Their dedication boosts productivity, lowers employee turnover, and strengthens the company's culture and reputation. Employers may increase employee loyalty by providing competitive compensation, perks, and assistance to their employees. Loyal employees are valued assets since they improve the organization's performance and long-term success.

### **Job Satisfaction**

Job satisfaction is the degree to which employees are pleased and fulfilled in their jobs. High job satisfaction happens when an employee's expectations, wants, and desires align with what the job offers. However, a lack of job satisfaction can result in disengagement, lower productivity, and increased turnover rates. This subjective indicator is critical not just for employee well-being, but also for organizational health, because it has a direct impact on performance and retention. Understanding and improving job satisfaction is critical for companies who want to maintain a motivated, successful, and stable workforce.

### **Employee Engagement**

Employee engagement refers to the emotional connection and commitment an employee has to their organization, their work, and their team. Engaged personnel are driven, dedicated, and eager to go above and beyond to meet company goals. Employee engagement, as opposed to work engagement, which focuses on an individual's connection to their duties, considers the overall relationship with the



organization. Engaged employees typically demonstrate higher productivity, stronger collaboration, and a positive influence on company culture.

### **Relationship between employee engagement, job satisfaction, and loyalty**

Employee engagement, job happiness, and employee loyalty are all strongly related in a business. Job satisfaction relates to how satisfied employees are with their jobs, salaries, and working circumstances. When employees are satisfied, they become more interested and involved in their work. Employee engagement demonstrates employees' excitement and devotion to their work and organization. High engagement leads to better employee loyalty, which means that employees are dedicated to the organization and eager to stay for an extended amount of time. Thus, job satisfaction and employee engagement work together to increase employee loyalty and enhance organizational success

## **II. LITERATURE SURVEY**

1. **Chandani, A., Mehta, M., Mall, A., & Khokhar, V. (2016)** The idea of employee engagement, its significance, and the variables that affect it are all explained in this review study. Leadership, career advancement, equitable treatment, communication, incentives, and the workplace are important motivators. Employers may lower employee turnover and improve overall performance and organizational success by using effective engagement techniques that increase employee satisfaction, productivity, innovation, and retention.
2. **RAMATHULASI, T. (2018)** The impact of HRM practices on organizational performance in the cement sector is examined in this study. Recruitment and selection, training and development, performance evaluation, pay, and welfare measures are important procedures. In the end, effective HRM strategies increase organizational effectiveness and lower employee turnover by improving employee happiness, commitment, productivity, and retention.
3. **Setyadi, B., Sartika, D., & Helmi, S. (2023)** This study looks at how work happiness and employee engagement affect employee loyalty in the cement sector. Both criteria have a considerable impact on employee loyalty, according to regression analysis and survey data. About 67% of the variation in employee loyalty may be explained by higher levels of engagement and job satisfaction, which also boost commitment, productivity, and retention.
4. **Setyadi, B., & Sartika, D. (2023)** This study examines how job happiness and competency affect employee loyalty in the cement sector. Regression analysis and survey data from 98 employees reveal that job happiness and competency both greatly boost employee loyalty. Organizations may increase commitment, productivity, and long-term employee retention by enhancing skills and workplace satisfaction.
5. **Kushwaha, M., & Singh, S.(2025)** This essay examines how talent management (TM) might increase worker productivity in the cement sector. It draws attention to procedures including hiring, training, performance evaluation, and retention. Productivity is increased, attrition is decreased, and



competitiveness is bolstered by effective TM. Emerging tactics to improve organizational performance and human capital include digital tools, AI analytics, and continuous learning.

**III. RESEARCH OBJECTIVES:**

- 1. To investigate the relationship between employee engagement, job satisfaction, and employee loyalty among employees in the cement industry.
- 2. To examine the combined impact of job satisfaction and employee engagement on employee loyalty among employees in the cement industry.

**IV. HYPOTHESES OF THE STUDY**

**Hypothesis 1**

**H0:** There is no relationship between employee engagement, job satisfaction and employee loyalty

**H1:** There is relationship between employee engagement, job satisfaction and employee loyalty

**Hypothesis 2**

**H0:** Job satisfaction and employee engagement jointly have no significant impact on employee loyalty among employees in the cement industry.

**H1:** Job satisfaction and employee engagement jointly have a significant impact on employee loyalty among employees in the cement industry.

**V. DATA ANALYSIS AND INTERPRETATION**

**(i) Reliability analysis**

**Reliability Statistics**

Cronbach's Alpha	No.of Items
.773	18

Cronbach's Alpha was used to determine the dependability of the measuring scale. Cronbach's Alpha was calculated to be 0.773 for 18 items, indicating that the items had a satisfactory level. A Cronbach's Alpha score greater than 0.70 is regarded as appropriate for social science of internal consistency. research. As a result, the acquired value indicates that the scale utilized in the study is credible, and the questionnaire items are consistent in measuring the underlying constructs. As a result, the data acquired through the questionnaire is deemed appropriate for further statistical analysis.

**(ii) Correlations**

<b>Variables</b>	<b>Job Satisfaction</b>	<b>Employee Engagement</b>	<b>Employee Loyalty</b>
<b>Job Satisfaction</b>	1	0.338	0.620
<b>Sig.(2-tailed)</b>	-	0.000	0.000
<b>N</b>	120	120	120
<b>Employee Engagement</b>	0.338	1	0.417
<b>Sig.(2-tailed)</b>	0.000		0.000
<b>N</b>	120	120	120
<b>Employee Loyalty</b>	0.620	0.417	1
<b>Sig.(2-tailed)</b>	0.000	0.000	
<b>N</b>	120	120	120

**\*\*.** Correlation is significant at the 0.01 level (2-tailed).

A Pearson correlation analysis was used to investigate the association between work happiness, employee engagement, and employee loyalty among respondents. The study found a moderately favourable association between work satisfaction and employee engagement ( $r = 0.338, p < 0.01$ ). Job satisfaction has a strong positive and significant link with employee loyalty ( $r = 0.620, p < 0.01$ ), indicating that higher levels of job satisfaction lead to greater employee loyalty. Employee engagement and loyalty have a moderate positive correlation ( $r = 0.417, p < 0.01$ ). All correlation coefficients are significant at the 0.01 level (2-tailed), indicating that the variables' associations are statistically significant. Therefore, it can be concluded that job satisfaction and employee engagement are important factors associated with employee loyalty.

**Decision:** Since the p-value less than the level of significance, the null hypothesis(H0) is rejected, and the alternative hypothesis (H1) is accepted (for hypothesis 1)

**(iii) Descriptive Statistics**

**Descriptive Statistics**

	<b>N</b>	<b>Minimum</b>	<b>Maximum</b>	<b>Mean</b>	<b>Std. Deviation</b>
<b>Job Satisfaction</b>	120	2.67	4.33	3.5097	.64143
<b>Employee Engagement</b>	120	3.33	4.83	4.1528	.46118

<b>Employee Loyalty Valid N (listwise)</b>	120	3.50	4.67	3.9819	.32251
--	-----	------	------	--------	--------

Descriptive statistics were used to determine the central tendency and variability of three main variables: job satisfaction, employee engagement, and employee loyalty. The mean value of job satisfaction was 3.5097 with a standard deviation of 0.64143, showing that employees have a modest level of satisfaction with considerably higher variability than other factors. Employee engagement had a mean score of 4.1528 with a standard deviation of 0.46118, indicating a high level of involvement among employees and a relatively low dispersion in responses. Similarly, employee loyalty had a mean of 3.9819 and a standard deviation of 0.32251, indicating a relatively high level of loyalty with little variance among respondents.

The minimum and maximum values indicate that responses were well distributed across the scale, and the valid sample size for all variables was 120, ensuring consistency in the analysis. Overall, the results indicate that employees are highly engaged and loyal, although job satisfaction is moderate but still above average.

**(iv) Model Summary**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.658 <sup>a</sup>	.433	.424	.24482	.433	44.757	2	117	.000

**a. Predictors: (Constant), Employee Engagement, Job Satisfaction**

Multiple regression analysis was used to investigate the effect of employee engagement and job satisfaction on employee loyalty. The model summary shows that R = 0.658, indicating a moderate to strong positive association between the independent variables (employee engagement and job satisfaction) and the dependent variable (employee loyalty). The R Square value of 0.433 indicates that employee engagement and job satisfaction account for approximately 43.3% of the variation in employee loyalty. This indicates that the model has excellent explanatory power. The Adjusted R Square value (0.424) supports the model's reliability by accounting for the number of predictors in the

model and resulting in only a minor decline from R Square. The F-change value (44.757) is statistically significant ( $p = 0.000 < 0.05$ ), showing that the regression model provides a better fit than a model without predictors. As a result, it is reasonable to argue that employee engagement and job satisfaction have a considerable influence on employee loyalty.

**(v) Anova**

**ANOVA<sup>a</sup>**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
1 <b>Regression</b>	5.365	2	2.683	44.757	.000 <sup>b</sup>
<b>Residual</b>	7.012	117	.060		
<b>Total</b>	12.378	119			

**a. Dependent Variable: Employee Loyalty**

**b. Predictors: (Constant), Employee Engagement, Job Satisfaction**

The Analysis of Variance (ANOVA) was performed to test the overall significance of the regression model examining the impact of employee engagement and job satisfaction on employee loyalty. The results indicate that the regression model is statistically significant, as the F-value is 44.757 with a corresponding p-value of 0.000 ( $p < 0.05$ ). This demonstrates that the independent variables, namely employee engagement and job satisfaction, collectively have a significant effect on employee loyalty. The regression sum of squares (5.365) compared to the residual sum of squares (7.012) indicates that a substantial portion of the variance in employee loyalty is explained by the model. Therefore, the model is considered to be a good fit for the data and suitable for predicting employee loyalty.

**(vi) Coefficients Analysis (Regression)**

**Coefficients<sup>a</sup>**

<b>Model</b>	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficients</b>	<b>t</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
1 <b>(Constant)</b>	2.347	.211		11.101	.000
<b>Job Satisfaction</b>	.272	.037	.541	7.318	.000

<b>Employee Engagement</b>	.164	.052	.234	3.169	.002
----------------------------	------	------	------	-------	------

**a. Dependent Variable: Employee Loyalty**

The coefficients table gives information about the unique contributions of each independent variable to employee loyalty. Job satisfaction significantly improves employee loyalty ( $\beta = 0.541$ ,  $p = 0.000 < 0.05$ ). This shows that increased job satisfaction results in a significant rise in employee loyalty. Employee engagement had a positive and statistically significant effect on loyalty ( $\beta = 0.234$ ,  $p = 0.002 < 0.05$ ), suggesting that higher levels of engagement lead to stronger loyalty among employees. According to the standardized beta coefficients, work satisfaction ( $\beta = 0.541$ ) has a greater impact on employee loyalty than employee engagement ( $\beta = 0.234$ ). The constant value (2.347) represents the baseline level of employee loyalty when both independent variables are held constant.

**Decision: The null hypothesis H0 is rejected and (H1) alternative is accepted (for hypothesis 2)**

### VI. CONCLUDING REMARKS

The findings of the study indicate that both employee engagement and job satisfaction significantly contribute to enhancing employee loyalty. Correlation analysis reveals strong relationships among the variables, particularly between job satisfaction and employee loyalty, suggesting that satisfied employees are more likely to remain with the organization. Although employee engagement has a comparatively smaller impact, it still plays a positive and meaningful role in improving loyalty. The results of regression and ANOVA analyses further confirm that these factors are significant predictors of employee loyalty. Specifically, the regression analysis shows that both job satisfaction and employee engagement have a significant positive effect, with job satisfaction emerging as the most influential predictor. The model explains 43.3% of the variance in employee loyalty, indicating a moderate level of explanatory power. The statistical significance of both the overall model and individual predictors highlights that improvements in workplace satisfaction and engagement can directly strengthen employee retention. Overall, the study emphasizes that organizations, particularly in the cement sector, should focus on creating a positive work environment, recognizing employee contributions, and fostering higher levels of engagement. Strengthening these aspects will not only enhance employee loyalty but also lead to reduced turnover, increased productivity, and long-term organizational success.

### VII. RECOMMENDATIONS

It is based on the findings of the study, it is suggested that organizations should focus on enhancing job satisfaction and employee engagement, as both significantly influence employee loyalty. This can be achieved by providing fair compensation, recognition, and career growth opportunities, as well as



involving employees in decision-making and maintaining effective communication. Additionally, creating a supportive work environment, offering training and development programs, and promoting work-life balance can further improve employee satisfaction and strengthen their loyalty towards the organization.

#### VIII. LIMITATIONS OF THE STUDY

The present study has certain limitations that should be acknowledged. The study is based on a limited sample size of 120 respondents, which may not fully represent the entire population. The data collected is based on respondents' perceptions and may be subject to personal bias. The study is confined to selected variables, namely job satisfaction, employee engagement, and employee loyalty, while other potential factors influencing loyalty have not been considered. Additionally, the use of structured questionnaires and a cross-sectional research design may limit the depth and generalizability of the findings.

#### IX. FUTURE SCOPE

The present study provides scope for further research in several areas. Future studies may consider a larger and more diverse sample to enhance the generalizability of the findings. Additional variables such as organizational culture, leadership style, and work environment can be included to gain a deeper understanding of factors influencing employee loyalty. Researchers may also adopt longitudinal designs to examine changes over time and apply advanced statistical techniques for more comprehensive analysis. Furthermore, comparative studies across different industries or regions can provide broader insights into employee behaviour.

#### X. REFERENCES:

- 1.Chandani, A., Mehta, M., Mall, A., & Khokhar, V. (2016). Employee engagement: A review paper on factors affecting employee engagement. *Indian Journal of Science and Technology*, 9(15), 1-7.
2. Zedan Abd-Allah, O. (2016). The relationship between organizational citizenship behaviour and employee engagement in cement industry in Egypt. *Available at SSRN 2782766*.
3. Pillai, R. S. N., & Bagavathi. (2018). Practical statistics (Revised ed., pp. 456-518). S. Chand.
- 4.RAMATHULASI, T. (2018). HRM PRACTICES IN CEMENT INDUSTRY.
- 5.Jain, R., & Balu, L. (2018). Impact of employee engagement on job satisfaction at Ultratech Cement Limited-HCW. *International journal of computer and mathematical sciences*, 7(2), 2347-8527.
- 6.Madhooa, P. K. (2019). A study on employee engagement with reference to one of the leading cement manufacturing organizations in Andhra Pradesh. *International Journal of Research in Social Sciences*, 9(1), 781-795.
- 7.Ogunleye, M. T. (2020). *Relationship between employee engagement, job satisfaction, career satisfaction, turnover intention and organizational commitment amongst professional engineers*



employees (Doctoral dissertation, Northcentral University).

8. Shukla, S. M., & Sahai, S. P. (2021). Statistical analysis (pp. Publications 459–523). Sahitya Bhawan

9. Uddin, M. S. (2021). *Impact of training on employees' job satisfaction: a study on some selected cement factories in Bangladesh* (Doctoral dissertation, University of Dhaka).

10. Ali, I., & Ali, S. (2021). The effect of corporate social responsibility on employee satisfaction, employee engagement and employee retention. *SME Review and Analysis*, 2(3), 1-17.

11. Setyadi, B., Sartika, D., & Helmi, S. (2023). The effect of competence and job satisfaction on employee loyalty in the cement industry. *Quantitative Economics and Management Studies*, 4(5), 1003-1011.

12. Setyadi, B., & Sartika, D. (2023). The effect of employee engagement and job satisfaction on employee loyalty in the cement industry. *Jurnal Ekonomi*, 12(3), 1806-1813.

13. Makwezi, C., Ndlovu, M. J., Paulos, L., & Baya, C. (2024). The Impact of Employee Engagement on the Performance of an Organisation-A Case Study of Pretoria Portland Cement Zimbabwe Limited (PPC).

14. Kushwaha, M., & Singh, S. (2025) A THEORETICAL ANALYSIS OF TALENT MANAGEMENT PRACTICES AND WORKFORCE EFFICIENCY IN THE CEMENT INDUSTRY.

15. Gwadabe, H. A., Lawal, I., & Monday, A. (2025). EMPLOYEE INVOLVEMENT IN DECISION MAKING AND THEIR CONTRIBUTIONS TOWARDS EMPLOYEES' PRODUCTIVITY; EVIDENCE FROM CEMENT FIRMS FCT METROPOLIS. *International Journal of Accounting, Management and Economic Review*, 1(2), 62-77.