

A STUDY ON EMPLOYEE ENGAGEMENT PRACTICES IN DALMIA CEMENTS, DALMIAPURAM

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ABSTRACT:

Employee engagement is a valuable concept for understanding and improving individual and organisational performance. Human resources are the most important assets for any organisation, applying and managing these important resources need to be understood by managers of today's organisation. Not only does engagement have the potential to significantly affect employee retention, productivity, and loyalty, it is also a key link to customer satisfaction, company reputation and overall stakeholder value.

Key Words: Employee engagement, retention, loyalty, customer satisfaction, company reputation, stakeholder value.

INTRODUCTION

Over recent years there has been seen a significant shift in the employee-employer relationship. With increasingly competitive markets, globalization, a volatile economic climate, demands for constant change and the war for talent, organizations face significant challenges in their pursuit for business success. The psychological contract is now different to what it once was; for many, there is no longer a job for life, and indeed redundancy is a very real possibility. There is also evidence that expectations of employers and employees differ from those of the past. In increasingly turbulent times engagement may therefore be the 'deal-breaker' for organizations seeking sustainable success.

Employee engagement has emerged as a critical driver of business success in today's competitive marketplace. Further, employee engagement can be a deciding factor of organizational success. Not only does engagement have the potential to significantly affect employee retention, productivity and loyalty, it is also a key link to customer satisfaction,

company reputation and overall stakeholder value. Thus, to gain competitive edge, organizations are turning to HR agenda for employee engagement and commitment.

STATEMENT OF THE PROBLEM:

Employees are the backbone for the success of an organisation. It can be hypothesised that work should be interesting and challenging to the employees, to ensure their job involvement.

SCOPE OF THE STUDY

In the study existing employee engagement in analysed what really engages employees in the organization.

IMPORTANCE OF THE STUDY

Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantage – including higher productivity and lower employee turnover. Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforce.

OBJECTIVES:

1. To examine the demographic profile of the respondents.
2. To study the factors influencing employee towards engagement in Dalmia cements.
3. To know whether recognition by manager and supervisor leads to employee engagement.
4. To find out the relationship between employee engagement and career development.
5. To ascertain whether compensation contributes to employee engagement.

HYPOTHESIS:

1. There is a significant association between experience of the respondents and their opinion about workload is equally distributed.

2. There is a significant association between education of the respondents and their opinion about career development.
3. There is a significant association age of the respondents and the opinion about overall impact on employee engagement.

RESEARCH DESIGN

The research design is the arrangement of conditions for collection and analysis of data. It is conceptual structure within which research is conducted. It constitutes the blueprint for the collection, measurement and analysis of data.

The researcher carried out the study with descriptive research. The descriptive research studies are concerned with describing the characteristics of a particular individual, or of a group.

SAMPLING DESIGN

Convenient type of sampling method was adopted to choose the respondents for this study.

SAMPLING SIZE:

The sample size for the survey is 100 employees in dalmia cement.

SOURCE OF DATA:

Primary data has collected through questionnaire administered to middle level employees, and the secondary data will be collected from updated journals, magazine and websites.

The sample size was 100.

TOOLS FOR ANALYSIS:

The researcher analysed the data through using the SPSS – Statistical Package for Social science. The following tests were administered,

Percentage analysis

Chi-square test

One- way Anova

LIMITATION OF THE STUDY

The study is limited only to middle level employees in dalmia cements and the result interpreted may not applicable to other companies because they vary in their policies, procedures and so on. The time of study was also short.

REVIEW OF LITERATURE

Maryana Sakovska (2012) The aim was to measure the engagement level of employees and to identify the factors that need to be improved to increase the level of engagement. Results of the study have shown that administrative employees within the organization are generally not engaged. Furthermore, results of the investigation identified the areas and specific factors that VUC Aarhus, as organization with the help of department leaders, need to improve.

Siddhanta & Roy (2012) explored implications for theory, further research and practices by synthesizing modern 'Employee Engagement' activities being practiced by the corporate with the review of findings from previous researches / surveys. Singh & Shukla (2012) tried to find out what variables are significant to create an engaged workforce. The study was exploratory in nature and the data has been collected from a tin manufacturing organization.

MEHTA *et.al* (2013) in the article focused that high levels of employee engagement may lead to improved employee commitment & involvement towards respective jobs and thus creating a motivated workforce – that will work together to achieve the common goals of the organization.

Rena (2013) Regular communication should be conducted by managers more often, and employees also need to be encouraged to initiate the one-on-one meeting instead of waiting for managers' initiatives. Both managers and employees should be coached how to conduct an effective communication and give feedback. Managers also need to participate the HR coach which is training for coach skills. Managers to have regular one-on-one discussion at least once a month with their employees to talk about their working progress and performance in the past

month, give some real feedback (e.g. what is good, what can be improve). More than giving feedback, managers should also ask that resources and support employees will need more. Management diary should be used by every manager to record the key points of the discussion so that they can use it to remind themselves for their action points they agreed in the discussion, and employee's monthly performance, strength, interest, requirements and their feedback on the managers.

Srimathi.S (2013) this study helps to understand the role of employee in organization. It is a Positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, used and importance in the workplace and impact organizations in many ways. Employee engagement emphasizes the importance of employee engagement should be a continuous process of learning, improvement, measurement and action. Hence the raising and maintain employee engagement lies in the hands of organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavour.

ANN PAUL AYNICKAL (2014) Employee engagement describes an employee work environment in which employees are motivated, excited, thoroughly involved and engrossed in their work and contribution, and willing to offer their discretionary energy to accomplish work goals. It is an essential element of organizational health and is the goal of strategic initiatives designed to improve employee attitudes and retention through leadership, co-workers, job/career satisfaction, and a high performing organization. In short, the employees are your biggest investment and should bring the greatest reward. Yet even today, in too many organizations, employees are viewed as an asset to be managed rather than as individuals who can create the next innovation for success. Long-term engagement starts with good communication between employer and employees as well as among co-workers, fostering a positive working environment.

CLASSIFICATION OF RESPONDENTS BY RECEIVE RECOGNITION FOR DOING WORK

S.NO	PARTICULARS	NUMBER OF RESPONDENTS	PERCENTAGE (%)
1	strongly agree	12	12
2	Agree	28	28
3	Neutral	41	41
4	Disagree	14	14
5	strongly disagree	5	5
TOTAL		100	100

Interpretation:

The table shows that 41 % of the respondents are neutral to some extent have receive the recognition for doing good work, 28 % of the respondents are agree, 14 % of the respondents are disagree, 12 % of the respondent are strongly agree and 5 % of the respondents are strongly disagree to some extent have receive the recognition for doing good work.

Majority 41 % of the respondents are neutral to some extent have receive the recognition for doing good work.

CLASSIFICATION OF RESPONDENTS HAVE THE TRAINING TO DO THE JOB WELL

S.NO	PARTICULARS	NUMBER OF RESPONDENTS	PERCENTAGE (%)
1	strongly agree	16	16
2	Agree	34	34

3	Neutral	30	30
4	Disagree	18	18
5	strongly disagree	2	2
TOTAL		100	100

Interpretation:

The table shows that 34 % of the respondents are agree to some extent have the training to do the job well,30 % of the respondents are neutral, 18 % of the respondents are disagree, 16 % of the respondent are strongly agree and 2 % of the respondents are strongly disagree to some extent have the training to do the job well

Majority 34 % of the respondents are agree to some extent have the training to do the job well.

CLASSIFICATION OF RESPONDENTS BY DOING THEIR JOB EFFICIENTLY

S.NO	PARTICULARS	NUMBER OF RESPONDENTS	PERCENTAGE (%)
1	strongly agree	30	30
2	Agree	35	35
3	Neutral	20	20

4	Disagree	10	10
5	strongly disagree	5	5
TOTAL		100	100

Interpretation:

The table shows that 35% of the respondents are agree to some extent materials and equipment's provided by the company is sufficient by doing the job efficiently, 30 % of the respondents are strongly agree, 20 % of the respondents are neutral, 10 % of the respondents are disagree and 5 % of the respondents are strongly disagree to some extent by doing their job efficiently.

Majority 35 % of the respondents are agree to some extent by doing their job efficiently.

CHI-SQUARE TEST

DIFFERENCE BETWEEN EXPERIENCE OF THE RESPONDENTS AND THEIR OPINION ABOUT WORKLOAD IS EQUALLY DISTRIBUTED

experience * work load Cross tabulation

Count	Workload					Total
	str disagr	agr	neut	disagr	str disagr	
Experience 0-5 yrs	1	5	4	2	0	12
6-10	7	8	12	3	0	30
11-15	4	12	10	0	1	27
above 15	3	13	11	4	0	31
Total	15	38	37	9	1	100

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.275 ^a	12	.000
Likelihood Ratio	9.217	12	.000
Linear-by-Linear Association	1.547	1	.024
N of Valid Cases	100		

a. 11 cells (9.275 %) have expected count less than 5. The minimum expected count is .11.

Inferences

The calculated value is $X^2 = 9.275$ and ($p < 0.05$). Hence the calculated value is less than the table value. So the research hypothesis is accepted and the null hypothesis is rejected.

Findings

The above table reveals that there is a significant association between experience of the respondents and their opinion about workload is equally distributed. Therefore the experience of the respondents is also having impact on workload is equally distributed.

Hypothesis-2

Research Hypothesis

H₁: There is a significant association between education of the respondents and their opinion about career development.

Null Hypothesis

H₀: There is no significant association between education of the respondents and their opinion about career development.

ONE WAY ANOVA
DIFFERENCE BETWEEN EDUCATION OF THE RESPONDENTS AND THEIR
OPINION ABOUT CAREER DEVELOPMENT

ANOVA

		Sum of Squares	Df	Mean Square	F	Sig.
promotion	Between Groups	2.737	3	.912	11.062	.000
	Within Groups	99.630	116	.859		
	Total	102.367	119			
Career path	Between Groups	8.087	3	2.696	8.233	.003
	Within Groups	73.880	116	.637		
	Total	81.967	119			
opportunity	Between Groups	4.286	3	1.429	6.966	.021
	Within Groups	84.306	116	.727		
	Total	88.592	119			
training	Between Groups	8.070	3	2.690	7.071	.001
	Within Groups	101.630	116	.876		
	Total	109.700	119			
encourage	Between Groups	2.823	3	.941	10.935	.000
	Within Groups	116.769	116	1.007		
	Total	119.592	119			
develop	Between Groups	3.043	3	1.014	11.167	.000
	Within Groups	100.824	116	.869		
	Total	103.867	119			

Inferences

The calculated value is $F = 11.062$ and $(p = 0.00)$. Hence the calculated value is less than the table value. So the research hypothesis is accepted and the null hypothesis is rejected.

Findings

The above table reveals that there is a significant association between education of the respondents and their opinion about career development. Therefore education of the respondents is also having impact on career development.

Hypothesis-3

Research Hypothesis

H_1 : There is a significant association between age of the respondents and the opinion about overall impact on employee engagement.

Null Hypothesis

H_0 : There is no significant association between age of the respondents and the opinion about overall impact on employee engagement.

CHI-SQUARE TEST

DIFFERENCE BETWEEN AGE OF THE RESPONDENTS AND THE OPINION ABOUT OVERALL IMPACT ON EMPLOYEE ENGAGEMENT

age * overall Cross tabulation

Count					
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		overall				Total
		very good	good	average	poor	
age	25-30	15	10	4	1	30
	31-35	3	13	8	1	25
	36-45	3	11	4	0	18
	46-50	2	10	3	0	15
	above 50	1	9	2	0	12
Total		24	53	21	2	100

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.872 ^a	12	.000
Likelihood Ratio	11.219	12	.000
Linear-by-Linear Association	.003	1	.004
N of Valid Cases	100		

a. 11 cells (10.872 %) have expected count less than 5. The minimum expected count is .25.

Inferences

The calculated value is $X^2 = 10.872$ and ($p < 0.05$). Hence the calculated value is less than the table value. So the research hypothesis is accepted and the null hypothesis is rejected.

Findings

The above table reveals that there is a significant association between age of the respondents and the opinion about overall impact on employee engagement. Therefore the age of the respondents is also having impact on overall employee engagement.

FINDINGS:

- ❖ Majority 41 % of the respondents are neutral to some extent have receive the recognition for doing good work.
- ❖ Majority 35 % of the respondents are agree to some extent by doing their job efficiently.
- ❖ Majority 34 % of the respondents are agree to some extent have the training to do the job well.

SUGGESTIONS:

- ❖ The supervisor or employee should be able to initiate feedback/discussions or at any time either feels the need for a discussion.
- ❖ Organizations should move away from traditional top-down feedback approach and pursue upward and 360-degree feedback approach.
- ❖ Since in service industry the customer is the central point for all business activities, it becomes crucial to incorporate the customer driven values in all the performance standards of employees.
- ❖ Employees need to be recognized for every small achievement till the completion of tasks and annual appraisals. These will increase the level of employee engagement not only cognitively but also physically and emotionally.
- ❖ Performance linked pay should be given more importance to rather than seniority linked pay especially in financial services.

CONCLUSION

Organizations have to give their employees the freedom to make their work exciting and an environment having an engaged work life. With increase in responsibilities at home and a desire to excel in their careers, employees often get distracted from their work which needs to be taken care of. Employees are the assets of the organization and if they can make a perfect blend of both work and fun, optimum performance from them may be difficult. Thus an organization should realize the importance of employees, more than any other variable, and try to engage them to the utmost possible level by intriguing suitable measures.

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