

A STUDY ON EMPLOYEE ATTITUDE TOWARDS EMPLOYEE ENGAGEMENT WITH REFERENCE TO THE SALEM CO-OPERATIVE SUGAR MILLS LTD, MOHANUR

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Abstract—Employee Engagement activities is one of the major criterion to know about the success of any organization whether it is a small or big one. The study on the employee engagement activities at The Salem Co-operative Sugar Mills ltd, Mohanur explores the expectations of the associates to get entertained by their engagement activities. These data helps the concern to incorporate the employee needs or modify the existing engagement activities as per their expectations. From the study on the employee engagement activities at SCSM, it was found that the most of the associates are highly engaged with the company both intellectually & emotionally. Also the study infers that the associates are more pleased about the birthday bashes celebrations and external agencies giving presentations/seminar at SCSM, however they expect more increased entertainment programs. Therefore the concern has to concentrate more on increasing the entertainment programs & recognize their personally preferred topics for external agencies presentations. With regards to the approach ability & meetings conducted by the HR's at SCSM are convincing for the associates. The study shows that the associates of SCSM are very much impressed about the company and the only thing is that they have to incorporate the fewer changes in existing engagement activities and there such that they can satisfy their associates. To retain their valuable associates, the concern has to interact and get feedback from the employees more frequently.

INTRODUCTION

“Employee Engagement” is a measurable degree of an employee positive or negative emotional attachment to their job, An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization.

Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. It is a positive attitude held by the employees towards the organization and its values. This project focuses on how employee engagement is an antecedent of job involvement and what should company do to make the employees engaged.

Employee engagement, also called worker engagement, is a business management concept. An "engaged employee" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests.

REVIEW OF LITERATURE

Gallup Survey, 2004:

The Corporate Leadership Council(CLC)(2004) completed a study of engagement Levels of over 50,000 employees across the globe and found that those employees who are most committed:

- Perform 20% better, which CLC (2004) claims infers that moving from low to high engagement levels will induce an increase in employee performance of 20 percentile points; and
- Are 87% less likely to leave the organization, which CLC (2004) states indicate the significance of engagement to organization performance.

Right Management, 2006 is better for the company than who turn up, do merely what they are obliged to do and leave.

CIPD, 2007 “Employers want engaged employees because they deliver improve business performance. In an attempt to increase employee engagement, Infosys will have their own radio in couple of months. The HR Head Nandita Gurjar

said, this would help in interaction amongst employee strength of more than one lakh employees. There would be talk shows where the top brass would get interest with employees and “one can also poke fun at the seniors, 3Cs of employee engagement career competence and care”.

Ask any HR manager about employee engagement and pat comes a ready list of actions offsite parties and picnics birthdays and anniversaries cricket matches, quizzes and painting competitions, cultural festivals. Friday bashes etc. I was most surprised when a friend pointed me to the following except from Express Computers(July 2010). “WhwnsergeyBrin and Larry Page had to select a chef for their google campus they interviewed. Companies like M&M, Wipro, KPMG, and Mercer dangle custom-made perks to retain talent.

The Arab American University April 4, 2010

This study says that many employees have a sense of fairness even if they are treated unfairly in the work place and therefore many usually do their job role. However, employees’ just coming to work and performing their roles does not bring long term competitiveness for the employer. This is because they can be hired by another employer and continues performing what they did for you.

Priyanka Gupta August 3, 2010

Most organizations today realize that a ‘satisfied’ employee is not necessarily the ‘best’ employee in terms of loyalty and productivity. It is only an ‘engaged employee’ who is intellectually and emotionally bound with the organization, feels passionately about its goals and is committed towards its values. Employee engagement relates to the employee’s commitment to the organization’s success. Study has shown there is no significant relationship between various variables like age, gender etc. with Employee Engagement. Trust & Integrity, Compensation & Benefits, Co-Workers & Work Resources majorly affect the Employee Engagement.

Jennifer Tydlaska Harvard Business School, July 13, 2010

Analyzes the link between corporate social responsibility (CSR) activities and employee engagement, including CSR effects on employee commitment and motivation, new skills and training, and motivation. Also discusses best practices in employee engagement through CSR.

On October 4, 2011, Dvina Sengupta, Economic Ties Bureau

In a dog-eat-dog job market, democracy in salary negotiations works best to draw and retain talent. Companies are asking employees across the board to choose benefits that suit their lifestyles so as to prevent dissatisfaction over perks staffers consider to be of no use, or worse, salary pinchers. The trend, which began in the IT industry, is now seen in infrastructure, banking and FMCG.

A.H. Sequeira, National Institute of Technology Karnataka, Surathkal July 20, 2012

The paper focuses on how employee engagement is an antecedent of job involvement and what should company do to make the employees engaged. The study is conducted to analyze the existing employee engagement and motivation programs for junior and middle level employees adopted in Delta One Software Division, Chennai.

COMSATS Institute of Information Technology, November 20, 2012.

This study provided beneficial insight about employee engagement in banking sector of Pakistan. Same kind of studies in other sectors can help professional to understand overall linkage between organizational justice and employee engagement in corporate sector of the country.

STATEMENT OF PROBLEM

Despite evidence of how destructive employee burnout or disengagement can be, studies from the human services field on the opposite condition, engagement, are limited, surprisingly little organisations and empirical research has been conducted overall, and a large portion of it comes from the business management community. Additionally, studies do not differentiate human services staff from workers in other industries. To address this problem, more research that focuses specifically on the engagement levels of workers in human services occupation is necessary. Empirical data are needed so professionals can better understand employee engagement and use what they learn about it to develop managerial interventions and alternative strategies that foster engagement for human service workers.

NEED FOR THE STUDY

- Organizational commitment also differs from engagement in that it refers to a person's attitude and attachment towards their organization.
- Engagement is not an attitude; it is the degree to which an individual is attentive and absorbed in the performance of their roles.
- Employee engagement helps to identify the employee's involvement in organization, Career Development - Opportunities for personal development, Effective Management of talent, Leadership - Clarity of company Values, Respectful treatment of employees, Company's standards of ethical behavior job, environment, and image.

OBJECTIVES OF THE STUDY

- To measure the level of employee engagement towards this organization.
- To identify the job factors of employee engagement with reference to Salem Co-Operative Sugar Mills Distillery Unit.
- To study the employees attachment to their job.
- To study the employees relationship with their co-workers.
- To study the factors influencing employee engagement.

LIMITATIONS OF THE STUDY

- The data collected is subjective and can change from time to time.
- The sample size taken for the study is limited only to 60 samples.
- Many of the employees were hesitant to giving their opinion.
- Interactions with the employees were difficult.

RESEARCH METHODOLOGY

A scientific research means a systematic investigation of various hidden aspects of a given problem. Any research methodology outlines the research plan. It describes what must be done, what must be collected etc. The methodology for any research study is drawn in a careful examination of the available literature to a larger extent, on the imagination of the available literature and depending on the long term visits and understanding.

Research design:

A Research comprises of defining and redefining problems, formulating hypothesis, collecting, organizing and evaluating data, making deductions and reaching conclusions. A Research is an organized set of activities to study and develop a model or procedure to find the results of a realistic problem supported by literature and data such that its objectives are optimized and further make recommendations for implementations.

Types Of Research

Descriptive Research:

This Research is carried out with specific objectives and hence it results in definite conclusions. This Research tries to describe the characteristics of the relations to a particular product of importance. It attempts to describe systematically a situation, problem, phenomenon, service or program or provides information about, say the living conditions of a community or describes attitudes towards an issue.

Sampling

A Sample is a part of target population, which is carefully selected to represent the population. It is the process of selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its properties or characteristics would make it possible for us to generalize such properties or characteristics to the population elements.

Probability Sampling:

Each unit of a population have a probability of being selected as an unit of sample. This probability varies from one method to another method of probability sampling.

Sampling Techniques

Simple Random Sampling

Simple random sampling is a subset of a statistical population in which each member of the subset has an equal probability of being chosen. A simple random sample is meant to be an unbiased representation of a group

Sampling design

Sampling design deals with the method of selecting items to be observed for the given study. A sample design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the research would adopt in selecting items for the sample.

Population

Population refers to the total no. of employees working in the organization, (i.e.) more than 500 employees.

Sample size

This study was conducted with a sample size of 60 employees in Salem Co-operative Sugar Mills, Namakkal district.

Methods of data collection

Primary data were used for the study.

Primary Data

Primary Data are those, which are collected fresh in nature. The researcher has used the primary data were collected through questionnaire.

Research instrument

The research instrument used for the study is questionnaire.

A questionnaire is prepared well structured so that it is understandable and easily answerable by everyone.

Tools For Analysis

Chi-square analysis

The Chi- square test is one of the simplest and most wickedly used non-parametric tests in statistical work. The quantity χ^2 describes the magnitude at the discrepancy between theory and observation.

Chi – square test

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

O = Observed Frequency

E = Expected Frequency

In general the expected frequency for any call can be calculated from the following equation.

$$E = RT \times CT / N$$

The calculated value of chi-square is compared with the table value of χ^2 given degrees of freedom of a certain specified level of significance. It at the stated level of the calculated value of χ^2 the difference between theory and observation is considered to be significant. Otherwise it is in significant.

Degree of freedom

$$df = (r-1)(c-1)$$

DATA ANALYSIS AND INTERPRETATION

Table no. 1

Relationship between work experience and closeness with organisation

W.E CWO	Passion	Attachment with company	Interest to innovation	For high incentive	Total
Below 5 years	10	2	5	0	17
6 to 10 years	5	4	3	2	14
11 o 15 years	3	6	2	3	14
16 to 20 years	2	8	0	5	15
Total	20	20	10	10	60

Null hypothesis (H0):

There is no significant relationship between work experience and closeness with organisation.

Alternate hypothesis (Ha):

There is significant relationship between work experience and closeness with organisation.

PARTICULARS	O	E	(O-E)	(O-E) ²	(O-E) ² /E
R1C1	10	5.66	4.34	18.83	3.32
R1C2	2	5.66	-3.66	13.39	2.36
R1C3	5	2.83	2.17	4.70	1.66
R1C4	0	2.83	-2.83	8.0	2.82
R2C1	5	4.66	0.34	0.11	0.02
R2C2	4	4.66	-0.66	0.43	0.09
R2C3	3	2.33	0.67	0.44	0.18
R2C4	2	2.33	-0.33	0.10	0.04
R3C1	3	4.66	-1.66	2.75	0.59
R3C2	6	4.66	1.34	1.79	0.38
R3C3	2	2.33	-0.33	0.10	0.04
R3C4	3	2.33	0.67	0.44	0.18
R4C1	2	5	-3	9	1.8
R4C2	8	5	3	9	1.8
R4C3	0	2.5	-0.25	0.06	0.02
R4C4	5	2.5	2.5	6.25	2.5

Total	17.8
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CHI- SQUARE TEST:

Chi- square test $(O-E)^2/E$

O= Observed frequency

E= Expected frequency

$E= RT*CT/N$

RT= Row total

CT=Column total

N= Total Number of respondents

CHI- SQUARE RESULT:

Calculated chi-square value = 17.8

Degree of freedom = $(r-1)(c-1)$
 = $(4-1)(4-1)$
 = $(3)(3)$
 = 9

Level of significant = 5%

Table value = 16.919

RESULT:

Since the calculated value is greater than table value. So we reject the null hypothesis. There is a significant relationship between work experience and closeness with the organisation.

Table no. 2

Relationship between educational qualification and improve employee skill and job knowledge

E.Q E.S&J.K	Strongly agree	Agree	Neither agree nor disagree	Disagree	Highly disagree	Total
Below HSC	6	7	2	1	1	17
Diploma	6	10	3	2	0	21
Graduate	5	4	1	0	0	10
Post graduate	7	3	1	1	0	12
Total	24	24	7	4	1	60

Null hypothesis (H0):

There is no significant relationship between educational qualification and improve employee skill and job knowledge.

Alternate hypothesis (Ha):

There is significant relationship between educational qualification and improve employee skill and job knowledge.

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PARTICULARS	O	E	(O-E)	(O-E)²	(O-E)²/E
R1C1	6	6.8	-0.8	0.64	0.09
R1C2	7	6.8	0.2	0.04	0.005
R1C3	2	1.98	0.02	0.004	0.002
R1C4	1	1.13	-0.13	0.01	0.008
R1C5	1	0.28	0.72	0.51	1.82
R2C1	6	8.4	-2.4	5.76	0.68
R2C2	10	8.4	1.6	2.56	0.30
R2C3	3	2.45	0.55	0.30	0.12
R2C4	2	1.4	0.6	0.36	0.25
R2C5	0	0.35	-0.35	0.12	0.34
R3C1	5	4	1	1	0.25
R3C2	4	4	0	0	0
R3C3	1	1.16	-0.16	0.02	0.01
R3C4	0	0.67	-0.67	0.44	0.65
R3C5	0	0.16	-0.16	0.02	0.12
R4C1	7	4.8	2.2	4.84	1.00
R4C2	3	4.8	-1.8	3.24	0.67
R4C3	1	1.4	-0.4	0.16	0.11
R4C4	1	0.8	0.2	0.04	0.05
R4C5	0	0.2	-0.2	0.04	0.2
Total					6.795

CHI- SQUARE TEST:

Chi- square test = $(O-E)^2 / E$

O = Observed frequency

E = Expected frequency

$E = RT * CT / N$

RT = Row total

CT=Column total

N= Total Number of respondents

CHI- SQUARE RESULT:

Calculated chi-square value = 6.795

Degree of freedom = $(r-1) (c-1)$

= $(4-1) (5-1)$

= $(3) (4)$

	=12
Level of significant	= 5%
Table value	= 21.026

RESULT:

Since the calculated value is less than table value. So, we accept the null hypothesis. There is no significant relationship between educational qualification and improve employee skill and job knowledge.

FINDINGS

- 32% of respondents of between the age group of 25-30 years.
- 80% of respondents are male.
- 44% of respondents have completed diploma.
- 50% of respondents have working experience of below 5 years
- 80% of respondents are married.
- 40% of respondents getting monthly income of Rs.6,000- Rs.10,000.
- 56% of respondents are agree that they have an opportunity for personal development.
- 80% of respondents agree that the required information are properly communicated.
- 60% of respondents agree that they have a chance of improving employee skill and job knowledge.
- 46% of respondents agree that the company conduct the stress relief program.
- 30% of respondents agree that the organization provide health and safety measures.
- 56% of respondents agree that they known well about company values and norms.
- 50% of respondents says that attachment with company are the reason for closeness with organization.
- 44% of respondents agree that the organization consider their suggestion.
- 60% of respondents agree that their work performance improves through engagement program.
- 40% of respondents agree that their qualities have been enhanced through self development program.
- 56% of respondents agrees that they are satisfied with the engagement program.
- 60% of respondents agrees that organization gave sufficient authority.
- 43% of respondents agrees that their talent are effectively managed.
- 42% of respondents agrees that they have equal opportunities and fair treatment.

SUGGESTIONS

- Experienced people feel free to talk with superior compare with initially joined workers, so the organization need to engage the initially joined workers.
- Employee's family's involvement in motivating employee is the key element. It creates a special pressure point.
- Employees of this company feel there is improvement of superior and subordinate relationship.
- The company shall focus on promotion and transportation facility etc. to increase the employee engagement.
- Expanding the employees social support network by having friends, family colleagues and to hear employees problems and to offer a more objective perspective on situation

CONCLUSION

As Per the above observations and analysis it seems that most of the Employees of SCSM are Engaged and like there work and Organization except few Employees who are not engaged and few who are nearly engaged and can be changed to an engaged employee by their supervisors by their supervisors by proper planning.

Employee Engagement is the buzz word team for employee communication. It is positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts Organizations in many ways.

Employee Engagement emphasizes the importance of employee communication on the success of a business. An organization should thus recognize employees, more than any other variable, as powerful contributors to a company's competitive position. Therefore, employee engagement should be a continuous process of learning, improvement, measurement and action.

We would hence conclude that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavour.

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