

**A STUDY ON EMPLOYEE ENGAGEMENT OF  
SRI SUNDARAGANAPATHY SPINNING MILLS (P) LTD ., SALEM**

**A PROJECT REPORT**

submitted

by

**G.P.KUNTHAVAI**

**Reg. No . 0720400017**

*P. 2497*



*P. 2497*

in partial fulfillment of the requirements of

**Anna University-Coimbatore**

**Kumaraguru College Of Technology - Autonomous**

for the award of the degree of

**MASTER OF BUSINESS ADMINISTRATION**



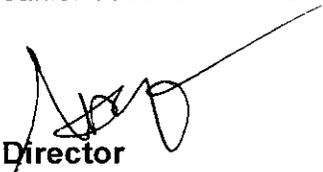
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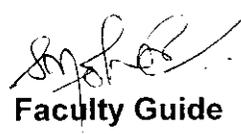


**DEPARTMENT OF MANAGEMENT STUDIES  
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COIMBATORE**

**BONAFIDE CERTIFICATE**

Certified that this project titled “**A STUDY ON EMPLOYEE ENGAGEMENT OF SRI SUNDARA GANAPATHY SPINNING MILLS (P) LTD ., SALEM**” is the bonafide work of G.P.Kunthavai who carried out this project under my supervision. Certified further, that to the best of my knowledge the work reported herein does not form part of any other project report or dissertation on the basis of which a degree or award was conferred on an earlier occasion on this or any other candidate.

  
**Director**

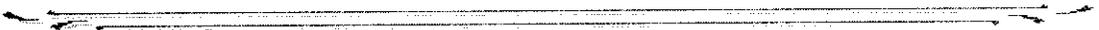
  
**Faculty Guide**

**Evaluated and viva-voce conducted on .....**

  
**Examiner I**

  
**Examiner II**

*Declaration*



## DECLARATION

I hereby declare that the project report entitled as **“A STUDY ON EMPLOYEE ENGAGEMENT OF SRI SUNDARAGANAPATHY SPINNING MILLS (P) LTD.,SALEM”** submitted for the **MASTER OF BUSINESS ADMINISTRATION** degree is my original work and this project has not formed the basis for the reward of any Degree, Fellowship or any other similar titles.

Signature of the student

With date

*G. P. Kumbhar*

15-10-08

*Certificate*

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# SRI SUNDARAGANAPATHY SPINNING MILLS (P) LTD.,

Regd. Office :  
26, Sundaraganapathy Street,  
AMMAPET, SALEM-636 003.

Mills at :  
Sri Selvavinayagar Thottam, Seelavari Road,  
AMMAPET, SALEM-636 003.

Date : .....

## PROJECT COMPLETION CERTIFICATE

This is to certify that **G.P.KUNTHAVAI** (Reg. No. 07 MBA 17) a student of Kumaraguru College of Technology - Business School, had undergone project between **June 14 and July 20 - 2008** titled "**Employee Engagement**". During the tenure her performance was Good.

Yours Truly,

Date :

Company Name : **SRI SUNDARAGANAPATHY  
SPINNING MILLS (P) LIMITED**

  
**DIRECTOR**

Name :  
Designation : **SRI SUNDARAGANAPATHY  
SPINNING MILLS (P) LIMITED,  
26, SUNDARAGANAPATHY STREET,  
AMMAPET, SALEM - 636 003.**

## *Acknowledgement*

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## **ACKNOWLEDGEMENT**

Few people are as fortunate as I have been throughout my life. I have always benefited from many wonderful people around me, and the last two months of my summer project have been no exception. I have many people to be thankful to.

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I express my sincere thanks to our Principal DR. JOSEPH V THANIKAL for allowing me to carry out this project.

I express my gratitude to our Director DR.S.V.DEVANATHAN for his kind patronage and for his consent to carry out this project.

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I am highly obliged to extend my sincere thanks to Mr.V.Devalingam, Director, SRI SUNDARAGANAPATHY SPINNING MILLS (P) LTD., SALEM for his effective guidance and valuable support to carry out this project in their premises.

My special acknowledgement and thanks to the Department of Management Studies, other faculty members and my friends for their help and motivation throughout.

## *Executive Summary*

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## **EXECUTIVE SUMMARY**

Human resources are considered to be the most valuable asset to the organization. It is the sum total of inherent abilities, acquired knowledge and skills represented by the talents and aptitudes of employed persons who comprise of executives, supervisors, the rank and the file employees.

The project is the result of the study of employee engagement in Sri Sundaraganapathy Spinning Mills (P) Ltd., Salem. The main objective of the study is to measure the level of employee engagement in that organization.

The primary data was collected from the workers with a structured questionnaire.

For this study, responses were collected to find out the level and factors influencing employee engagement and to spot light the areas, the management needs to pay attention.

The findings of the study reveals that the employees of Sri Sundaraganapathy Spinning Mills (P) Ltd., seem to have highly engaged with their work and apart from that they also suggest that some improvements have to be done in their organization.

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## *Introduction*



# **CHAPTER – 1**

## **INTRODUCTION**

Human resources are considered as one of the effective resource in the organization. All the organization takes much care on this aspect as they don't want to lose any skillful labour. It may be noted here that human resource should be utilized to the maximum possible extent, in order to achieve individual and organizational goals. So for this concern have to be shown to the workers.

In the field of textiles there is scarcity of labours, the organization need more workers but they were not able to meet the requirement due to the heavy competition. In this area the employees intend to shift from one organization to another. (i.e.) where ever they get maximum pay they will shift over. So in order to avoid this, organization is providing lots of facilities to create interest in the minds of the workers. All the organization gives plenty of facilities to the workers so that they are satisfied and retained in their job. So apart from salary, the workers also look for facilities to make their life easy.

### **1.1 Background of the Study :**

Many firms in the private, public and voluntary sectors face levels of staff turnover, Employee morale, motivation, commitment and job satisfaction that are lower than they would hope. This refers to what we call employee engagement. When employee engagement is low, or lower than a firm wants it to be, productivity and profitability are likely to be severely affected. However, there are a plethora of other potential reasons why firms may want to invest in employee engagement initiatives

For the past 80 years it has been accepted that employee satisfaction was a key objective of organizations as, it was inferred, this logically influences job performance. However 'satisfied' employees do not necessarily perform to the best of their abilities. Personal satisfaction is an internal emotion that need not relate in any direct way to organizational outcomes. Another dimension is surely vital to motivate employees to 'go the extra mile'.

So was employee commitment ; the end of the search for the key driver is employee performance. The argument has moved on yet again. In the past couple of years ,the term 'employee engagement' has increasingly come to the force and been discussed as a major determinant of the form of engagement. Until this concept is defined , it is impossible to pinpoint its true significance and identity which organizational practices promote it.

We know that successful employee engagement strategy helps create a community at the workplace and not just a workforce . When employees are effectively and positively engaged with their organization , they form an emotional connection with the company. They are less likely to leave for other opportunities because they like what they work in their present organization. Fully engaged employees tell others about the organization and are more likely to refer good candidates. They have sense of pride and ownership in the organization. Disengaged employee, on the other hand, are more likely to cost the organization. This affects their attitude towards both their colleagues and the company's clients and improves customer satisfaction and service levels. Since labour resources are considered as the important asset in spinning mills this study is concentrated on finding out the level of employee engagement in spinning mill and ways to develop the employee engagement.

This study has been carried out in SRI SUNDARAGANAPATHY SPINNING MILLS (P) LTD., Salem .Since it is a spinning unit they also considered the employee as an important

asset. This study is undertaken to find the percentage of employee engagement and to find out the ways to improve the employee engagement in the unit.

## 1.2 REVIEW OF LITERATURE:

**John Gibbons**<sup>1</sup> says "Employee Engagement" provides a review of current research on this important and timely topic. When workers feel mentally and emotionally connected to their jobs, they are willing to apply discretionary effort to help their company succeed. This literature review summarizes what is known on the topic and what companies can do to foster true engagement in the workplace.

**McCashland (1999)**<sup>2</sup> defines EE as 'commitment or engagement - an emotional outcome to the employee resulting from the critical components of the workplace. Miles described it as intensively involving all employees in high-engagement cascades that create understanding, dialogue, feedback and accountability, empower people to creatively align their subunits, teams and individual jobs with the major transformation of the whole enterprise (Miles, 2001). Harter, Schmidt & Hayes (2002) described it as the individual's involvement and satisfaction with as well as enthusiasm for work. Later, Harter and Schmidt, together with Keyes re-defined it as 'cognitive and emotional antecedents in the workplace' (Harter, Schmidt & Keyes, 2003, p. 205).

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<sup>1</sup> Author: JohnGibbons, Working Environment and Employee Engagement, Publication Date: November2006, Report Number: E-0010-06-RR ,vol Volume. 255 Issue 18, Page(58)

<sup>2</sup> McCashland (1999), Harter, Schmidt & Keyes, 2003, p. 205). Business Journal 22.02.2008, Volume.22 Issue 8, Page(11-14)

**Halbesleben, (2003)<sup>3</sup>** says that the psychological literature does not present a clear picture of the construct of EE. Indeed the various definitions of EE operationalise many different constructs and continuums. EE has been reported to belong on the continuum of stress, as the antithesis of burnout . It has also been reported to belong on the time continuum, as measured by the time spent on a job (Goddard, 1999). EE has also been said to be a measure of job involvement (Harter, Schmidt & Hayes, 2002); and also as a measure of the combination of an 'individual's involvement and satisfaction with as well as enthusiasm for work' (Harter, Schmidt & Hayes, 2002). EE has also been used interchangeably with commitment (MacCashland, 1999). Authors use these different definitions and continuums often interchangeably, within the same articles and even in the same sentence. McCashland (1999, p. 15) refers to engagement and commitment interchangeably. Yet commitment is a well established construct, generally separated into either affective or continuous commitment (Mowday, Steer, & Porter, 1979).

**Michelman (2004)<sup>4</sup>** points out that in leading engagement, great managers will seek the right fit for a person's talent, they work to see that employees are rewarded for their performance and they endeavour to ensure that talent is developed through progressively more challenging and meaningful assignments.

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<sup>3</sup> Halbesleben, 2003; Montgomery, Peeters, Schaufeli, Den Ouden, 2003). : An International Review; Jul2008, Vol. 57 Issue 3, page(361-372).

<sup>4</sup> Michelman (2004) Margaret . "Nursing Generations in the Contemporary Workplace"  
Public Personnel Management; Summer2008, Vol. 37 Issue 2, page(137-159).

**Khan (1990)**<sup>5</sup>, illustrates how 'psychological experiences of work and work contexts shape the processes of people presenting and absenting themselves during task performances' (1990, p. 694). Khan grounded his conceptual framework in empirical and existing theoretical frameworks. Conceptually, Khan started with Goffman's work (1961a) who suggested that 'people's attachment and detachment to their roles varies' (Khan, 1990, p.694). However, Khan explains that Goffman's work focused on fleeting face-to-face encounters, while a different concept was needed to fit organisational life, which is 'ongoing, emotionally charged, and psychologically complex' (Diamond & Allcorn, 1985, cited in Khan, 1990, p. 694). Khan examined several disciplines to find that 'psychologists (Freud, 1922), sociologists (Goffman, 1961b; Merton, 1957) and group theorists (Bion, 1961; Slater, 1966; Smith & Berg, 1987) have documented the idea that people are inherently ambivalent about being members of ongoing groups and systems and 'seek to protect themselves from both isolation and engulfment by alternately pulling away from and moving towards their memberships

**Right Management (2006)**<sup>6</sup> defines true engagement as every person in the organisation understanding and being committed to the success of the business strategy, and that this goes beyond more than just simple job satisfaction and incorporates aspects of commitment, pride and advocacy about the organisation's products and brand. Whilst the onus is on the organisation to manage communication effectively to involve employees and align them with the organisation,

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<sup>5</sup> Diamond & Allcorn, 1985, cited in Khan, 1990, p. 694). Public Personnel Management; Summer 2008, Vol. 37 Issue 2, page(137-159).

<sup>6</sup> Right Management (2006), Employee Management Vol. 39 Issue 6, page(12-54) page(78-89)

**Buchanan (2004)**<sup>7</sup> describes the difference between *rational commitment* and *emotional commitment*. *Rational commitment* results when a job serves employees' financial, developmental or professional self-interest. In contrast, *emotional commitment*, which has four times the power to affect performance as its more pragmatic counterpart, arises when workers value, enjoy and believe in what they do. According to the figures of the Corporate Leadership Council quoted by Buchanan (2004), about 11% of the workforce are classified as 'true believers' and demonstrate very high levels of both commitment types; another 13% at the other end of the normal distribution curve demonstrate little commitment and are classified as the 'disaffected'

**The Gallup Organization,2004**<sup>8</sup> says A Fortune 500 company with hundreds of retail stores located throughout the United States hired Gallup to help them with problems of wildly varying performance between stores. The Gallup Organization cites countless examples in its literature of such results of increased corporate profitability due to increased EE, and is helping a great many companies worldwide to improve their performance through improvement in EE. ISR examined the relationship between different levels of EE and corporate financial performance, measured by changes in operating margins and changes in net profit margins. Comparing high-engagement to low-engagement companies over a three-year period, the financial differences were substantial (ISR, 2005).

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<sup>7</sup> Buchanan (2004) Service Industries Journal; Jun2008, Vol. 28 Issue 4, page (140-145)

<sup>8</sup> The Gallup Organization,2004 : An International Review; Jul2008, Vol. 57 Issue 3, page(248-255)

**Moorcroft (2006)** <sup>9</sup> discusses the restructuring that took place at the Royal Bank of Canada (RBC) in 2004. It was noted at that time that there was a need to *engage* rather than *inform* employees and thus better align their performance with the organisation's vision and business goals.. However a new strategy was designed by the company in order to engage employees (and thus generate desired behaviours) that would help create outcomes (measurable effects) in support of the organisation's objectives

**Whilst Heintzman and Marson (2006)** <sup>10</sup> state that work is still underway to document the drivers of employee engagement with respect to this model they state that possible candidates (based on secondary research quoted within the paper) are:

- Support for the goals and mandate of the organisation;
- Effective leadership and management;
- Tools, authority and independence to do the job;
- Career progress and development; and
- Workload. Heintzman and Marson (2006) cite emerging Canadian evidence that

supports this concept. They suggest that by understanding the drivers of engagement and the link between engagement and performance of the institution, this tool can be used across public sector management to make significant improvements in employees' work and in the overall performance and perception of the public sector.

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<sup>9</sup> Moorcroft (2006) Margaret . "Nursing Generations in the Contemporary Workplace"  
Public Personnel Management; Summer2008, Vol. 37 Issue 2, page(137-159).

<sup>10</sup> Whilst Heintzman and Marson (2006) "Workplace Innovations and Employee Outcomes: Evidence from Finland" Industrial Relations; Jul2008, Vol. 47 Issue 3, page(430-459)

**Rotherham, Metropolitan, Borough, Council**<sup>11</sup> says “The council made big improvements in employee turnover, satisfaction and absence levels following an employee engagement initiative. Communication between the council officers, the community, unions and council members was outstanding. A good example of how to drive through change quickly, in collaboration with stakeholders.”

**Brockett (2006)**<sup>12</sup>, says “We are not a traditional authority. We seem to have more ways to get messages out and actively listen to people”. “If you don’t start with the workforce, how can you reach the public? 18,000 ambassadors are better than 18,000 assassins.”

**Johnson (2006)**<sup>13</sup>, says “...the BBC has moved very strongly and sincerely towards an engagement culture and is doing a lot to encourage behaviour that might, elsewhere, fit under this banner. But instead, we talk more about words like ‘involve’, ‘participate’ and ‘respond’ rather than ‘engage’. That means creating shared meaning and understanding in such a way that our people actively want to participate.”

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<sup>11</sup> Rotherham, Metropolitan, Borough, Council” Industrial Relations; Jul2008, Vol. 47 Issue 3, page(430-459)

<sup>12</sup> Brockett (2006), Cambridgeshire, County Council Human Resource Management Journal; 2008, Vol. 18 Issue 3, page(237-256)

<sup>13</sup> Johnson (2006), Private Sector, BBC, Public Personnel Management; Summer2008, Vol. 37 Issue 2, page(137-159).

**Melcrum**<sup>14</sup>, says Royal Bank of Scotland is the world's fifth largest bank and it has the concept of employee engagement at the heart of its business strategy. Its model is based on engaging staff to:

- 'Say' that the job and company are good
- 'Stay' with the company and develop it
- 'Strive' to go the extra mile for the company

**Robinson et al (2004) –Appendix 3 Microsoft**<sup>15</sup> "People need to become engaged with the business so that they become advocates of the business. This means that by your employer brand you have to employ the right people to begin with. Microsoft does this well. Not everyone wants to work for Microsoft, but those that are there love it". "The people who get in have a communications vehicle, systems and processes that reflect what they want in terms of the employer brand and what it stands for. Of course, when you have the right people you have the trouble of creating ways of letting them know what is going on in the business and where they fit in – in regard to business goals and objectives".

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<sup>14</sup> Melcrum, Publishing (2005), Royal Bank of Scotland Service Industries Journal; Jun 2008, Vol. 28 Issue 4, page (429-443).

<sup>15</sup> Robinson et al (2004) –Appendix 3 Microsoft, Journal of Business & Psychology; Jun 2008, Vol. 22 Issue 4, page (333-343).

**McKenzie, A,HR Gateway,West Bromwich Building Society**<sup>16</sup> "... it has a powerful people engagement strategy that consistently demonstrates the link between leadership, culture and business competitiveness. Most recently the society won the UK Business Excellence award for Employee Satisfaction, which recognizes 'outstanding performance in the area of staff development and involvement.'"

**Melcrum Publishing, (Oct/Nov 2006)**<sup>17</sup> CIPD (2007a) suggests that employers want employees who will 'go the extra mile', whilst employees want worthwhile jobs. Where these objectives meet there is a 'win-win' situation where organisations can meet their needs and the needs of their employees. According to the CIPD (2007a), what organisations are looking for to bridge these goals in practice is an engaged workforce.

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<sup>16</sup> McKenzie, A,HR Gateway,West Bromwich Building Society, An International Review; Jul2008, Vol. 57 Issue 3, page(361-372).

<sup>17</sup> Melcrum Publishing, (Oct/Nov 2006) . "Great Work, Genuine Problems" Library Journal 10.11.2007, Volume. 132 Issue 16, Page(26-29)

### **1.3 Statement of the Problem:**

Sri Sundaraganapathy Spinnig mill faces the problem like staff turnover, employee morale and motivation, staff commitment, job satisfaction and absenteeism etc., like so I decided to find the level of employee engagement in the mill and find out the ways to improve the employee engagement.

### **1.4 Objective of the Study :**

- To identify the level of employee engagement in the spinning mill
- To identify the ways to improve employee engagement

### **1.5 Scope of the Study :**

The scope of the study is limited to find the level of employee engagement among the employees in Sri Sundaraganapathy Spinning Mills (P) Ltd. The findings are limited to the employees of Sri Sundaraganapathy Spinning Mills (P) Ltd., only.

### **1.6 Research Design :**

#### **Type of study :**

The study assumes the characteristic of descriptive research. The descriptive research describes the characteristics of a group in a given situation, offers ideas for future research and helps make certain simple decisions. The study describes the profile of



employees, their engaged level towards the job and their perception about various factors offered by the organization.

### **1.7 Data Collection Method :**

The study relies on both primary and secondary data. The primary data was collected through a specially designed questionnaire . The secondary data consists of the files and records of the organization ,books ,journals ,and other sources.

### **Sampling design :**

To suggest suitable measures for improving the existing programme, seventy five respondents were identified from the universe of 400 employees by using simple random sampling method at Sri Sundaraganapathy Spinning Mills (P) Ltd., Salem

### **1.8 Tools of analysis :**

The data collected were carefully analysed and processed. Using SPSS, statistical lists like cross tabulation and simple percentage analysis were applied to interpret the data to draw meaningful interfaces.

### **Overview of SPSS:**

SPSS provides a powerful statistical-analysis and data-management system in a graphical environment, using descriptive menus and simple dialog boxes to do most of the work for you. Most tasks can be accomplished simply by pointing and clicking the mouse.

In addition to the simple point-and-click interface for statistical analysis, SPSS provides:

**Data Editor :**

The Data Editor is a versatile spreadsheet-like system for defining, entering, editing, and displaying data.

**Viewer :**

The Viewer makes it easy to browse your results, selectively show and hide output, change the display order results, and move presentation-quality tables and charts to and from other applications.

**Multidimensional Pivot Tables :**

Your results come alive with multidimensional pivot tables. Explore your tables by rearranging rows, columns, and layers. Uncover important findings that can get lost in standard reports. Compare groups easily by splitting your table so that only one group is displayed at a time.

**High-resolution Graphics :**

High-resolution, full-colour pie charts, bar charts, histograms, scatter plots, 3-D graphics, and more are included as standard features.

**Database Access :**

Retrieve information from databases by using the Database Wizard instead of complicated SQL queries.

**Data Transformations :**

Transformation features help get your data ready for analysis. You can easily subset data; combine categories; add, aggregate, merge, split, and transpose files; and more.

### **Online Help :**

Detailed tutorials provide a comprehensive overview; context-sensitive Help topics in dialog boxes guide you through specific tasks; pop-up definitions in pivot table results explain statistical terms; the Statistics Coach helps you find the procedures that you need; Case Studies provide hands-on examples of how to use statistical procedures and interpret the results.

### **Command Language :**

Although most tasks can be accomplished with simple point-and-click gestures, SPSS also provides a powerful command language that allows you to save and automate many common tasks. The command language also provides some functionality that is not found in the menus and dialog boxes.

Complete command syntax documentation is integrated into the overall Help system and is available as a separate PDF document, Command Syntax Reference, which is also available from the Help menu.

## **1.9 Limitations of the Study :**

1. The sample size is restricted to 75 only.
2. The finding and recommendation are limited to the SRI SUNDARAGANAPATHY SPINNING MILLS (P) LTD., Salem.

## *Organization Profile*

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## **CHAPTER 2**

### **COMPANY PROFILE OF SRI SUNDARAGANAPATHY SPINNING MILLS (P) LTD., SALEM.**

#### **2.1 COMPANY PROFILE**

SRI SUNDARAGANAPATHY SPINNING MILLS (P) LTD was incorporated in 1976 by sarvashri, S.P.Rathnam, S.P.Sambandam, S.P. Rajendran and K.R. Manicka Mudaliar are those who had been doyers in Textile Business at Salem. Due to their strenuous efforts over decades, the company has flowered into a major industrial concern presently boasting of a total spindleage of 50,588 and 336 OE Rotors in two units, first at Udayapatti, Salem (25,100 spindles) and another at Seshanchavadi (25,488 spindles). There has been a continuous expansion and modernization at these units. The Company manufactures Carded, Combed, Auto coned, TFO, Ring Doubled Yarn. It is making large profits and declaring sizable dividends year after year.

The Company presently is headed by Sri. R. Selvarajan, S/o. Sri. S.P. Ratnam, Founder. He has four decades of experience in yarn trade/manufacture. The Joint Managing Director Sri. V.Devalingam, a management graduate, s/o Sri. R.Dharmaraj . They are very much involved in running the company successfully with a closely knit team of qualified, youthful and skilful team of technical and other managers and workforce. Importance is given to adherence to quality systems and schedules. Customer requirements awareness is indicated to the good root level workers.

The company went for Public Issue in January 1995 as a Premium Issue which was a roaring success; it was over subscribed 9 times. The Company's paid up capital consists of 38,49,250 shares of Rs. 10/- each. The Company's shares are listed in Mumbai, Chennai and Coimbatore Stock Exchanges.

As stated earlier, Sri Sundaraganapathy Spinning Mills Limited is a significant member of the Sambandam Group of Companies. It strives for excellence in every sphere of its activities. Quality, best services, customer friendly and steady development are its policies. The Company is committed to Corporate Governance in fulfilling its quest for achieving significant growth with profits. The award of ISO 9001:2000 & EMS 14001:2004 Accreditation to the Company is a fitting testimony in this regard.

The company's expansion project, involving 13,200 spindles at a cost of Rs.43 crores, has been successfully completed during July 2008. Power cost for the year ended March 31, 2008 and for the period ended June 30, 2008 is net of income by way of carbon credit earnings of Rs.293 lakhs and Rs.15 lakhs respectively for the company's 6.15 MW wind energy converters, pertaining to the period March 2003 to June 2008. Exceptional item for the period ended June 30, 2007 and for the year ended March 31, 2008 represents the compensation received, as one time settlement, for the shortfall in power generation from a supplier of wind energy converters. .

In view of the MAT credit entitlement under section 115JAA of the Income tax Act, 1961, no provision for current income tax has been considered. The company is principally engaged in a single business segment viz., cotton yarn and operates in one geographical segment as per Accounting Standard 17 on 'Segment Reporting' issued by the Institute of Chartered Accountants of India. During the quarter, no investor complaints were received, and were pending for redressal at the beginning and end of the quarter.

## **2.2 OBJECTIVES OF THE ORGANIZATION**

### **2.2.1 QUALITY POLICY**

Company's commitment is to produce quality cotton yarn that conforms to standards, which would satisfy the customers continually.

### **2.2.2 QUALITY OBJECTIVES**

- To maintain quality procedure and effects cost reduction by updating the process technologies.
- To attain maximum production by optimum utilization of plant and machinery.
- To ensure cleanliness and good house keeping.

# *Macro & Micro Economic Analysis*

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## CHAPTER 3

### MACRO AND MICRO ANALYSIS

#### **Textile Industry**

The Textile industry (also known in the United Kingdom and Australia as the Rag Trade) is a term used for industries primarily concerned with the design or manufacture of clothing as well as the distribution and use of textiles.

#### **Cottage Stage**

In the initial phases, textile mills were located in and around the rivers since they were powered by water wheels. After the steam engine was invented, the dependence on the rivers ceased to a great extent. In the later phases of the 20th century, shuttles that were used in the textile industry were developed and became faster and thus more efficient. This led to the replacement of the older shuttles with the new ones.

Today, modern techniques, electronics and innovation have led to a competitive, low-priced textile industry offering almost any type of cloth or design a person could desire. With its low cost labour base, China has come to dominate the global textile industry.

Prior to the manufacturing processes were mechanized, textiles were produced in the home, and excess sold for extra money. Most cloth was made from either wool, cotton, or flax, depending on the era and location. For example, during the late medieval period, cotton became known as an imported fiber in northern Europe, without any knowledge of what it came from

other than that it was a plant; noting its similarities to wool, people in the region could only imagine that cotton must be produced by plant-borne sheep. John Mandeville, writing in 1350, stated as fact the now-preposterous belief: "There grew there [India] a wonderful tree which bore tiny lambs on the ends of its branches. These branches were so pliable that they bent down to allow the lambs to feed when they are hungry." This aspect is retained in the name for cotton in many European languages, such as German *Baumwolle*, which translates as "tree wool". By the end of the 16th century, cotton was cultivated throughout the warmer regions in Asia and the Americas. In Roman times, wool, linen and leather clothed the European population: the cotton of India was a curiosity that only naturalists had heard of, and silk, imported along the Silk Road from China, was an extravagant luxury. The use of flax fiber in the manufacturing cloth in northern Europe dates back to Neolithic times.

## **Small Spinners**

### **Indian Cotton**

Spinners catering to overseas markets are performing reasonably well. Average cash profits (before providing for depreciation) are running at about ten percent (plus) of sales. Most of the export –oriented units (EOUs), which account for about one half of total exports of a little

However spinners operating in the domestic market are facing a rather unique dilemma. Small spinners having investments in plant and machinery of less than Rs.30 million enjoy an exemption from excise duty of 9.20% ad valorem payable by medium and large units. This has resulted in mushroom growth in number of small units having 500 to 2,000 spindles. These small spinners are unable to produce quality yarn but are able to offer prices that are 10-

15% lower than the prices of medium and large spinners. This, in turn, is pulling average prices down and is hurting the viability of the spinning industry at large.

Another problem being faced by the spinning industry is the large capacity in the public sector. India has a very large spinning capacity in the public and cooperative sectors. The central government-owned National Textile Corporation alone owns some 120 odd mills. Then, there are textile corporations of individual states, in addition to a large number of cooperative mills. Effectively, cooperative mills are functioning under government control. The public sector producers have generally been selling yarn at lower prices, pushing realizations for the private sector down to a significant extent.

## **Tamilnadu Cotton**

**Tamilnadu is the hub for the textile industry ; but many spinning mills are on the verge of collapse thanks to appreciation of the rupee, cotton price hike and labour and power shortage.**

Many of the spinning mills in Tamil nadu are facing closure and several mills have curtailed production as against the usual practice of working 24/7 round the year.

Among the reasons cited by the mills are hike in domestic cotton prices, appreciation of rupee value leading to stock piling of stocks, labour shortages and shortage of power.

“For the past two months, many mills are working only six days a week, some mills are forced to do away with one shift, ” says D suresh Anand Kumar, joint secretary, and the southern India Mills Association.

Worse affected by shortage of labour are the mills of Coimbatore which are forced to get labour neighbouring districts, according to K.G.Rajkumar, Managing Director Shree M.T.K Textiles Ltd.

The appreciation of the rupee value has created a chain reaction. On the one hand, exports have come to a grinding halt, which affects the garment and textile units. This in effect affects the weaving and spinning units because of lower uptake of yarn. Yarn prices have also come down as a result of this phenomenon and mills are flush with stocks.

Another reason cited for the slow off take of yarn is the power shortages in Mumbai and North India, which has seriously affected the production of weaving units in those places.

Three to four percent increase in cost of bank credit of has also badly impacted the functioning of small spinning mills, according to P.V.Ramasamy, Chief Executive the south Indian cotton association.

“Banks go by balance sheet funding and ignore the working capital requirements of the mills. Banks could instead fund the units based on the commodity stock,” Ramasamy said.

**The South India Small Spinners Association** officials said that banks were raising PLR according to RBI policies and this had seriously affected the prospectus of small spinners in Tamil nadu who don't have access to timely credit. Meanwhile, the spinners have alleged that despite a bumper crop, the domestic cotton prices are ruling high compared to international prices and they allege that a lobby is responsible for this state of affairs. “There is no parity

between cotton prices and yarn sales or yarn prices. It keeps fluctuating. Cotton prices are fixed by world markets," according to Pravin Pujara, leading cotton broker in Coimbatore.

Outdated technologies of older spinning mills have also contributed to the present crisis according to S.venugopal, General Manager, sree Laxmi Mills. Worker scarcity is acutely felt during the past two years and support from Tamil nadu government is lacking in this regard, he said. Adamant stand of trade unions come in the way in modernizing the units.

It has now become difficult for older spinning mills to modernize as the Technology Up gradation Fund is to be modified after March 31,2007 to provide more investment to weaving, processing and dyeing units. Moreover there is a huge backlog of payments under the TUF scheme and some mills have not received TUF funding for the past 21 months, SISSPA officials said.

However, SIMA is heavily lobbying to ensure more funds for spinning sector as it is vital for the survival of the industry, according to Suresh Anand Kumar of SIMA. The association has also impressed on the government regarding the high employment potential of this industry to get further modernization funds.

R.Kuppusamy, president and G.Soundarrajan, Vice President, SISSPA told Commodity Online that Tamil nadu is experiencing power cuts five times a day which has seriously affected the operations of the mills and more over price of power is higher compared to Andhra Pradesh. SISSPA has urged the Union Government to allow duty free import of cotton and curb cotton exports.

Tamil Nadu is hub for the textile industry in the global map and accounts for 45 of the country's spindleage.

Over one third of the investment made in textile sector in the last decade has come to Tamil Nadu. Despite the problems of the spinning and garment units in the state, Tamil Nadu leading position is not likely to be threatened in the near future.

"This is a transition period and there is a supply-demand mismatch. The present crisis is of a short term nature and there is no reason to grumble. Overall exports and investments in the sector are showing positive growth," P.V.Ramasamy (SICA) said.

Among all the sub sectors of the textile industry, spinning is perhaps the most modernized segment. Production in fiscal 1999-2000 (April-March) was 3,049 million kg, of which 2,205 million kg was pure cotton yarn and the rest was synthetics and blends, such as polyester/cotton and spun acrylics. The industry exported about 540 million kg of cotton yarn and about 100 million kg of blended yarn, which together works out to about a fifth of the total output.

The spinning industry grew at a very rapid pace in the first half of the nineties. Thereafter growth slowed to some extent but through the nineties, India has installed nearly 15 million spindles. India has been the largest investor in ring spinning for almost the entire decade. Even in 1999, when sales of spinning machines hit their lowest level in the recent times all over the world, India was the largest recipient of new ring spindles, according to the annual survey by the International Textile Manufacturers Federation (ITMF).

The population of reasonably good spindles in India is estimated at around 20 million spindles, which includes spindles of less than 15 years of age and those machines that have undergone substantial renovation. (Replacement of drafting arms and rings, etc.)

## **Competitive**

Although fresh investments in spinning have been declining the last 3-4 years, the industry is globally competitive. Nothing illustrates this as badly as the impact on the competitiveness of the Indian cotton spinning industry more than the fact that imports of cotton in 1992-2000 (October-September) are expected to touch 2 million bales (of 170 kg each). This is equivalent to yarn production of nearly 300 million kg, and exporters are likely to have consumed at least one half of the imported cotton. The conclusion is that spinners are now able to compete globally without any advantage on account of the lower domestic prices of cotton.

# *Data Analysis and Interpretation*



## CHAPTER 4

### DATA ANALYSIS AND INTERPRETATION

#### 4.1 EMPLOYEE ENGAGEMENT

In the table given below, gender '1' represents 'male employees' and gender '2' represents 'female employees'. The age group '1' represents age of employees between '20-30', '2' represents '31-40', and '3' represents '41-50'.

TABLE NO. 4.1.1

#### I KNOW THE WORK ASSIGNED TO ME

gender * I know the work assigned to me					
Count	knowwork				Total
		3	4	5	
gender	1	2	18	19	39
	2	12	10	14	36
Total		14	28	33	75

#### INFERENCE

From the above table most male employees nearly 25 % agree that they know the work assigned to them and also 20 % of male employees strongly agree that they know the work assigned to them.

**TABLE NO. 4.1.2**

**SATISFIED WITH THE RECOGNITION GOT FOR MY WORK**

gender * satisfied job						
Count	Satisfied job					Total
		2	3	4	5	
Gender	1	5	16	10	11	42
	2	4	12	11	6	33
Total		9	28	21	17	75

**INFERENCE**

From the above table 21 % of male employees neither agree nor disagree to the satisfaction that they got from their work and 17 % of male employees strongly agree that they are satisfied with the recognition of their work.

**TABLE NO. 4.1.3**

**I FORWARD TO COMING TO WORK EACH DAY**

Gender * work each day							
Count	Work each day						Total
		1	2	3	4	5	
Gender	1	4	5	10	11	12	42
	2	0	0	12	11	10	33
Total		4	5	22	22	22	75

**INFERENCE**

From the above table 18 % of male employees strongly agree that they forward to coming to work each day and 18 % of female employees neither agree nor disagree to coming to work each day.

**TABLE NO. 4.1.4**

**AM REALLY INTERESTED IN DOING WORK**

gender * interested in doing work						
Count	Interestinwork					Total
		2	3	4	5	
Gender	1	6	11	14	11	42
	2	4	8	13	8	33
Total		10	19	27	19	75

**INFERENCE**

From the above table most 20 % of male employees agree that they are really interested in doing work and 19 % of female employees also agree that they are really interested in doing work.

**TABLE NO. 4.1.5**

**MY JOB MEANS LOT MORE TO ME THAN JUST MONEY**

gender * job lot more							
Count	Joblotmore					Total	
		1	2	3	4		5
Gender	1	5	5	16	13	3	42
	2	0	2	14	10	7	33
Total		5	7	30	23	10	75

**INFERENCE**

From the above table 22 % of male employees neither agree nor disagree to that job lot more to me than just money and 13 % of female employees strongly agree that job lot more to them than just money.

**TABLE NO. 4.1.6**

**AM SATISFIED WITH MY SALARY**

gender * satisfied salary							
Count	Satissalary						Total
	1	2	3	4	5		
Gender	1	4	12	12	5	9	42
	2	3	3	12	11	4	33
Total		7	15	24	16	13	75

**INFERENCE**

From the above table each 18 % of male employees disagree and neither agree nor disagree to that they are satisfied with their salary and 17 % of female employees agree that they are satisfied with their salary.

**TABLE NO. 4.1.7**

**I KNOW WORK ASSIGNED TO ME**

age * know work assigned to me					
Count	Knowwork				Total
	3	4	5		
Age	1	4	9	15	28
	2	4	24	13	41
	3	2	3	1	6
Total		10	36	29	75

**INFERENCE**

From the above table in the age group between (31 and 40) 30 % of employees agree that they know the work assigned to them and in the age group between (20 and 30) 21 % of employees strongly agree that they know the work assigned to them

**TABLE NO. 4.1.8**

**AM SATISFIED WITH MY SALARY**

age * satisfied salary							
Count		Satisfsalary					Total
		1	2	3	4	5	
Age	1	2	4	7	9	6	28
	2	3	8	16	7	7	41
	3	1	2	1	1	1	6
Total		6	14	24	17	14	75

**INFERENCE**

From the above table in the age group between (31 and 40) 22 % of employees neither agree nor disagree that they are satisfied with their salary and in age group between (20 and 30) 15 % of employees strongly agree that they are satisfied with their salary.

**TABLE NO. 4.1.9**

**MY JOB MEANS LOT MORE TO ME THAN JUST MONEY**

age * job lot more							
Count		Joblotmore					Total
		1	2	3	4	5	
Age	1	3	2	6	11	6	28
	2	2	4	21	11	3	41
	3	1	1	2	1	1	6
Total		6	7	29	23	10	75

**INFERENCE**

From the above table in the age group between (31 and 40) 26 % of employees neither agree nor disagree that job lot more to them and age group between (20 and 30) and (31 and 40) each 16 % of employees agree that job lot more to them than just money.

**TABLE NO. 4.1.10**

**AM INTERESTED IN DOING WORK**

age * interested In doing work						
Count		Interestinwork				Total
		2	3	4	5	
Age	1	6	3	9	10	28
	2	5	11	15	10	41
	3	2	1	2	1	6
Total		13	18	26	18	75

**INFERENCE**

From the above table in the age group between (31 and 40) 21 % of employees agree that they are interested in doing work and age group between (20 and 30) 16 % of employees strongly agree that they are interested in doing work

**TABLE NO. 4.1.11**

**I LOOK FORWARD TO COMING TO WORK EACH DAY**

Age * work each day							
Count		Workeachday				Total	
		1	2	3	4		5
Age	1	3	2	6	7	10	28
	2	1	3	13	14	10	41
	3	1	1	2	1	1	6
Total		5	6	21	22	21	75

**INFERENCE**

From the above table in the age group between (31 and 40) 20 % of employees agree that they are forward to coming to work each day and each 17 % of employees between (20 and 30) and (31 and 40) strongly agree that they are forward to coming to coming to work each day.

**TABLE NO. 4.1.12**

**I HAD OPPORTUNITIES AT WORK TO LEARN AND GROW**

Age * opportunity to learn							
Count		Opportunity to learn					Total
		1	2	3	4	5	
Age	1	5	2	4	7	10	28
	2	1	6	13	11	10	41
	3	1	1	1	2	1	6
Total		7	9	18	20	21	75

**INFERENCE**

From the above table in the age group between (31 and 40) 18 % of employees agree that they got opportunity at work to learn and grow and 21 % of employees in the same group neither agree nor disagree that they got opportunity at work to learn and grow.

**TABLE NO. 4.1.13**

**I AM ALLOWED TO DO MY BEST IN THE ORGANIZATION**

Age * allowed to do my best							
Count		Allowed to do my best					Total
		1	2	3	4	5	
Age	1	2	2	7	8	9	28
	2	3	10	12	13	3	41
	3	1	2	1	1	1	6
Total		6	14	20	22	13	75

**INFERENCE**

From the above table in the age group between (31 and 40) 20 % of employees agree that they got opportunity at work to learn and grow and 18 % of employees in the same group neither agree nor disagree that they got opportunity at work to learn and grow.

TABLE NO 4.1.14

## STAY OVERTIME TO FINISH THE JOB

gender * stay overtime							
Count		Stay overtime					Total
		1	2	3	4	5	
gender	1	2	7	11	13	9	42
	2	5	8	9	8	3	43
Total		7	15	20	21	12	75

## INFERENCE

From the above table 19 % of male employees agree that they stay overtime to finish the job even if it was not paid for it and 15 % of male employees strongly agree that they will stay overtime to finish the job.

TABLE NO.4.1.15

## GOT ALL THE REQUIRED MATERIAL AND EQUIPMENT

Gender * got material						
Count		Got material				Total
		2	3	4	5	
Gender	1	9	12	12	9	42
	2	5	11	10	7	33
Total		14	23	22	16	75

## INFERENCE

From the above table 18 % of male employees each neither agree nor disagree and also agree they got all the required material and equipment need to their work right and 16 % of female employees agree that they got all the required materials for their job

**TABLE NO.4.1.16**

**STAY OVERTIME TO FINISH THE WORK**

age * stayovertime							
Count		Stayovertime					Total
		1	2	3	4	5	
Age	1	2	2	7	8	9	28
	2	3	10	12	13	3	41
	3	0	4	0	2	0	6
Total		5	16	19	23	12	75

**INFERENCE**

From the above table in the age group between (31 and 40), 19 % of employees agree that they stay overtime to finish the work and in the age group between (41 and 50), mostly none of the employees said that they will stay overtime to finish the work.

**TABLE NO. 4.1.17**

**GOT ALL THE REQUIRED MATERIAL AND EQUIPMENT**

age * gotmaterial						
Count		Gotmaterial				Total
		2	3	4	5	
age	1	5	9	8	6	28
	2	9	11	12	9	41
	3	2	2	1	1	6
Total		16	22	21	16	75

**INFERENCE**

From the above table in the age group between (31 and 40), 18 % of employees agree that they got all the required material and equipment needed for their job and in the age group between (41 and 50) only 7 % of employees each agree and strongly agree said that they got all the required materials needed for their job.

**TABLE NO. 4.1.18**

**AM ALLOWED TO DO MY BEST IN THE ORGANIZATION**

gender * satisfied job						
Count	Satisfied job					Total
		2	3	4	5	
Gender	1	5	20	10	7	42
	2	4	12	11	6	33
Total		9	32	21	13	75

**INFERENCE**

From the above table 27 % of male employees neither agree nor disagree to the satisfaction that they got from their work and 13 % of male employees strongly agree that they are satisfied with the recognition of their work.

**TABLE NO. 4.1.19**

**SOMEONE AT WORK CARE ABOUT ME AS A PERSON**

gender * satisfied salary							
Count	Satisfsalary					Total	
		1	2	3	4		5
Gender	1	4	12	12	5	9	42
	2	3	3	12	11	4	33
Total		7	15	24	16	13	75

**INFERENCE**

From the above table each 18 % of male employees disagree and neither agree nor disagree to that they are satisfied with their salary and 17 % of female employees agree that they are satisfied with their salary.

## 4.2 EMPLOYEE PROFILE

**TABLE NO.4.2.1**  
**AGE OF THE RESPONDENTS**

<b>S.No.</b>	<b>Age</b>	<b>No. of Respondents</b>	<b>Percentage</b>
1.	Between 20 and 30	27	35.8
2.	31 - 40	32	40.2
3.	41 - 50	16	24.0
	<b>Total</b>	<b>75</b>	<b>100</b>

### INFERENCE

From the above table most 40.2 % of employees are belong to the age group between 31 - 40. 24 % of employees belong to the age group between 41 – 50. 35.8 % of employees belong to the age group between 20-30.

**TABLE NO.4.2.2**  
**GENDER OF THE RESPONDENTS**

<b>S.No.</b>	<b>Gender</b>	<b>No. of Respondents</b>	<b>Percentage</b>
1.	Male	42	55.8
2.	Female	33	44.2
	<b>Total</b>	<b>75</b>	<b>100</b>

**INFERENCE**

From the above table most 55.8 % of employees are male and 44.2 % of employees are female.

**TABLE NO.4.2.3**  
**CATEGORY OF WORKERS**

<b>S.No.</b>	<b>Category</b>	<b>No. of Respondents</b>	<b>Percentage</b>
1.	Apprenticeship	19	25.7
2.	Basic level employee	37	43.1
3.	Supervisor	7	14.4
4.	Office staff	12	18.8
	<b>Total</b>	<b>75</b>	<b>100</b>

**INFERENCE**

From the above table most 43.1 % of employees are working as basic level employee. 25.7 % of employees are working as apprenticeship. 18.8 % of employees are working under category of office staff and 14.4 % of employees are working as supervisor.

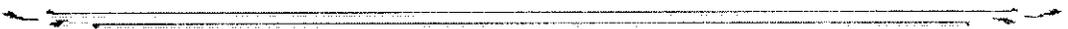
**TABLE NO.4.2.4**  
**WAGE / SALARY OF THE RESPONDENTS**

<b>S.No.</b>	<b>Wage / Salary</b>	<b>No. of Respondents</b>	<b>Percentage</b>
1.	Rs. 3000 – 5000	23	31.4
2.	Rs. 5001 – 7000	37	45.5
3.	Rs. 7001 – 9000	15	23.1
	<b>Total</b>	<b>75</b>	<b>100</b>

### **INFERENCE**

From the above table most 45.5 % of employees are belong to wage group between Rs. 5001 – 7000. 31.4 % of employees belong to the wage group between Rs. 3000 – 5000. 23.1% of employees are belong to wage group between Rs. 7001 – 9000.

## *Findings & Suggestions*



## CHAPTER 5

### FINDINGS AND SUGGESTIONS

#### 5.1 FINDINGS

- 25 % of male employees nearly agree that they know the work assigned to them and also 20 % of male employees strongly agree that they know the work assigned to them.
  
- 21 % of male employees neither agree nor disagree to the satisfaction that they got from their work and 17 % of male employees strongly agree that they are satisfied with the recognition of their work.
  
- 18 % of male employees strongly agree that they forward to coming to work each day and 18 % of female employees neither agree nor disagree to coming to work each day.
  
- 20 % of male employees agree that they are really interested in doing work and 19 % of female employees also agree that they are really interested in doing work.
  
- 22 % of male employees neither agree nor disagree to that job lot more to me than just money and 13 % of female employees strongly agree that job lot more to them than just money.
  
- 18 % of male employees disagree and neither agree nor disagree to that they are satisfied with their salary and 17 % of female employees agree that they are satisfied with their salary.

- 30 % of employees in the age group between (31 and 40), agree that they know the work assigned to them and in the age group between (20 and 30) 21 % of employees strongly agree that they know the work assigned to them
- 22 % of employees in the age group between (31 and 40), neither agree nor disagree that they are satisfied with their salary and in age group between (20 and 30) 15 % of employees strongly agree that they are satisfied with their salary.
- 26 % of employees in the age group between (31 and 40), neither agree nor disagree that job lot more to them and age group between (20 and 30) and (31 and 40) each 16 % of employees agree that job lot more to them than just money
- 20 % of employees in the age group between (31 and 40), agree that they are interested in doing work and age group between (20 and 30) 15 % of employees strongly agree that they are interested in doing work
- 19 % of employees in the age group between (31 and 40), agree that they are forward to coming to work each day and each 15 % of employees between (20 and 30) and (31 and 40) strongly agree that they are forward to coming to coming to work each day.
- 23 % of employees in the age group between (31 and 40), agree that they got opportunity at work to learn and grow and 16 % of employees in the same group neither agree nor disagree that they got opportunity at work to learn and grow.
- 19 % of male employees agree that they stay overtime to finish the job even if it was not paid for it and 15 % of male employees strongly agree that they will stay overtime to finish the job.

- 18 % of male employees each neither agree nor disagree and also agree they got all the required material and equipment need to their work right and 16 % of female employees agree that they got all the required materials for their job.
- 19 % of employees in the age group between (31 and 40), agree that they stay overtime to finish the work and in the age group between (41 and 50), mostly none of the employees said that they will stay overtime to finish the work.
- 18 % of employees in the age group between (31 and 40), agree that they got all the required material and equipment needed for their job and in the age group between (41 and 50) only 7 % of employees each agree and strongly agree said that they got all the required materials needed for their job.
- 40.2 % of employees are belong to the age group between 31 - 40. 24 % of employees belong to the age group between 41 – 50. 35.8 % of employees belong to the age group between 20-30.
- 55.8 % of employees are male and 44.2 % of employees are female.
- 43.1 % of employees are working as basic level employee. 25.7 % of employees are working as apprenticeship. 18.8 % of employees are working under category of office staff and 14.4 % of employees are working as supervisor.
- 45.5 % of employees are belong to wage group between Rs. 5001 – 7000. 31.4 % of employees belong to the wage group between Rs. 3000 – 5000. 23.1% of employees are belong to wage group between Rs. 7001 – 9000.

## 5.2 SUGGESTIONS

When I approached the employees for the purpose of survey they came with many open answers which expressed their organizational environment their needs and wants.

They also showed their interest and earnestness for the betterment of the company output.

From the management side, it has to give recognition to the employees for their betterment work.

Management has to take more corrective actions on developing participation among the employees.

Out of 75 employees 25 employees agree that they know the work assigned to them hence the organization should create awareness among the employees about the importance of the work.

Based on satisfied salary, most of the employees agree that they are getting satisfied salary from the organization and also encouragement from the co-workers.

Out of 75 employees 45 employees says that they are really interested in doing their work regularly.

*Conclusion*

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## **CHAPTER 6**

### **CONCLUSION**

This project was done in Sri Sundaraganapathy Spinning Mills (P) Ltd., Salem to examine employee engagement in that spinning mill. The project also evaluates how the employees in this company work hard for its bright future to uncover the future of textile sectors in India.

In this project, we found out the engagement level of the employees regarding various factors.

They are satisfied that they know the work assigned to them, satisfied with the recognition of their work, really interested in doing work.

They are dissatisfied with the salary and didn't get all the required material and equipment needed for their work to be done.

We understood how employees perceive their work experience and identified the opportunities to improve the working environment and engagement level.

We understood employee engagement level from different perspectives.

We identified the perceived importance of employee engagement in the organization and also the issues causing if employee engagement is not present.

*Appendix*

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## **ANNEXURE**

### **A STUDY ON EMPLOYEE ENGAGEMENT IN A SPINNING MILL**

1. Name

2. Gender

a ) Male

b) Female

3. Age

a ) 20 to 30

b ) 31 to 40

c ) 41 to 50

4. Monthly income

a ) 3000 to 5000

b) 5001 to 7000

c ) 7001 to 9000

5. Are you coming under which category of workers : a ) Apprenticeship

b ) Basic level employee

c ) Supervisor

d ) Office staff

Questions	Strongly Disagree	Disagree	Neither agree Nor Disagree	Agree	Strongly agree
1. I know work assigned to me					
2. I am satisfied with my salary					
3. My job means a lot more to me than just money					
4. I am really interested in my work					
5. I will stay overtime to finish job, even if I am not paid for it					
6. I got all the required materials and equipment need to do my work rights					
7. I am allowed to do my best in the organization					
8. I am satisfied with the recognition or praise for my work					
9. I would probably keep working even if I did not the money					
10. Supervisor , or someone at work, seem to care about me as a person					

Questions	Strongly disagree	Disagree	Neither Agree nor disagree	Agree	Strongly Agree
11. Major satisfaction in my life comes from my job					
12. Someone at work encourages my development					
13. At work my opinion seems to count					
14. Mission /purpose of company make me to feel my job is important					
15. My associates (fellow employees) committed to doing quality work					
16. Everybody is showing trust and confidence on me					
17. Someone at work talked to me about my progress					
18. In the last year I had opportunities at work to learn and grow					
19. Company is showing interest on my family well fare					
20. I look forward to coming to work each day					

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-by Dr.B. Rathan Reddy

Organizational commitment and employee engagement

-by B.Ganesh Moorthy