



A STUDY ON EMPLOYEE ENGAGEMENT AT SRI SAKTHI MURUGAN
ROLLER FLOUR MILLS LTD

by

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Submitted

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BONAFIDE CERTIFICATE

Certified that this project report titled “**A Study on Employee Engagement at Sri Sakthi Murugan Roller Flour Mills Ltd**” is the bonafide work of Ms **C.Narmadha, 11MBA028** who carried out the 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.

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Internal Examiner

External Examiner

DECLARATION

I, **Narmadha.C** hereby declare that the project report titled as “**A Study on Employee Engagement at Sri Sakthi Murugan Roller Flour Mills Ltd**” done at Sakthi Murugan Group of Companies, Avinashi, is an original work done by me in the partial fulfillment for obtaining the degree of Master of Business Administration from the Anna University, Coimbatore. It is the record of work carried out by me during the period from 26.06.12 to 06.08.12 under the guidance of **Dr.R.Hema Nalini**, Assistant Professor KCTBS.

The conclusion made in this project report is based on the data collected by me and no part of this work has been submitted elsewhere for any degree.

Place:

Signature:

Date:

Name :

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CHAPTER 1

1. INTRODUCTION

1.1 ABOUT THE STUDY

Employee engagement is the extent to which employee commitment, both emotional and intellectual, exists relative to accomplishing the work, mission and vision of the organization. Engagement can be seen as a heightened level of ownership where each employee wants to do whatever they can do for the benefit of their internal and external customers, and for the success of the organization as a whole.

Categories of Employee Engagement:

According to the Gallup Consulting organization there are three different types of people:-

Engaged--"Engaged" employees are builders. They want to know the desired Expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward.

Not Engaged—"Not-engaged" employees tend to concentrate on tasks rather than the goals and outcomes they are expected to

accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are not-engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their coworkers.

Actively Disengaged--The "actively disengaged" employees are the "cave dwellers." They're "Consistently against Virtually Everything." They're not just unhappy at work; they're busy acting out their unhappiness .They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged coworkers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning.

1.1.1 Importance of Engagement

Engagement is important for managers to cultivate given that disengagement or alienation is central to the problem of workers' lack of commitment and motivation (Aktouf). Meaningless work is often associated with apathy and detachment from ones works (Thomas and Velthouse). In such conditions, individuals are thought to be estranged from their selves (Seeman, 1972) .Other Research using a different resource of engagement (involvement and enthusiasm) has linked it to such variables as employee turnover,

customer satisfaction – loyalty, safety and to a lesser degree, productivity and profitability criteria (Harter, Schmidt & Hayes, 2002). An organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results. Some of the advantages of Engaged employees are

- Engaged employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success.
- They will normally perform better and are more motivated.
- There is a significant link between employee engagement and profitability.
- They form an emotional connection with the company. This impacts their attitude towards the company's clients, and thereby improves customer satisfaction and service levels
- It builds passion, commitment and alignment with the organization's strategies and goals
- Increases employees' trust in the organization
- Creates a sense of loyalty in a competitive environment
- Provides a high-energy working environment
- Boosts business growth
- Makes the employees effective brand ambassadors for the company

A highly engaged employee will consistently deliver beyond expectations. In the workplace research on employee

engagement (Harter, Schmidt & Hayes, 2002) have repeatedly asked employees 'whether they have the opportunity to do what they do best everyday'. While one in five employees strongly agree with this statement. Those work units scoring higher on this perception have substantially higher performance. Thus employee engagement is critical to any organization that seeks to retain valued employees. The Watson Wyatt consulting companies has been proved that there is an intrinsic link between employee engagement, customer loyalty, and profitability. As organizations globalize and become more dependent on technology in a virtual working environment, there is a greater need to connect and engage with employees to provide them with an organizational 'identity.'

1.1.2 Factors Leading to Employee Engagement:

Studies have shown that there are some critical factors which lead to Employee engagement. Some of them identified are Career Development- Opportunities for Personal Development Organizations with high levels of engagement provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their Potential. When companies plan for the career paths of their employees and invest in them in this way their people invest in them.

- Career Development – Effective Management of Talent
- Career development influences engagement for employees and retaining the most talented employees and providing opportunities for personal development.

- Feeling Valued & Involved
- Career Development- Opportunities for personal development
- Career Development – Effective Management of talent
- Leadership- Clarity of company Values
- Leadership – Respectful treatment of employees
- Leadership – Company’s standards of ethical behavior
- Empowerment Image
- Equal opportunities & fair treatment
- Performance Appraisal
- Pay & benefits
- Health & Safety
- Job satisfaction
- Communication
- Family friendliness
- Co-operation
- Leadership- Clarity of Company Values

1.1.3 Aspects of Employee Engagement

Three basic aspects of employee engagement according to the global studies are:-

- The employees and their own unique psychological makeup and experience
- The employers and their ability to create the conditions that promote employee engagement

- Interaction between employees at all levels. Thus, it is largely the organization's responsibility to create an environment and culture conducive to this partnership, and a win-win equation

1.2 ABOUT THE ORGANIZATION

Sakthi Murugan Group is pioneer in the field of Wheat product manufacturing. The group has been consistently at the forefront of quality wheat product manufacturing. Over a period of time the group has gained customer's reputation across Tamil Nadu and its neighboring states by their high quality products. Their every single activity ensures **Quality, Healthy** and **Tasty** products to their customers. Their main motive to be competitive and innovative, whilst promoting their responsibility in food safety, nutrition and health.

- Customer Satisfaction
- Innovation by Product Development
- Flexibility
- Sustainability

The Sakthi Murugan Group includes

- **Sakthi Murugan Roller Flour Mills Ltd, Avinashi**
- **Sakthi Murugan Agro Foods Ltd, Avinashi**

- **Sakthi Murugan Trading Company**

Sakthi Murugan Roller Flour Mills Ltd was established in the year 1987 and commenced commercial production in the year 1988 with an initial installed capacity of 75 metric tons per day of Wheat Grinding. The company is manufacturing and marketing Wheat products such as Maida, Sooji, Atta and Wheat Bran. Due to steep increase in the demand for their products there emerged another mill in the name of Sakthi Murugan Agro Foods Ltd., during the year 1998-99. The installed capacity of the plant is 150 metric tons per day of Wheat Grinding. The milling complex is situated on the NH-47 highway and is just 3 km from Avinashi. The combined grinding capacity of the two units is 6000 MT per month.

Good quality wheat is purchased from Northern states viz. Rajasthan, Madhya Pradesh, Maharashtra, Uttar Pradesh etc., to produce high quality wheat products.

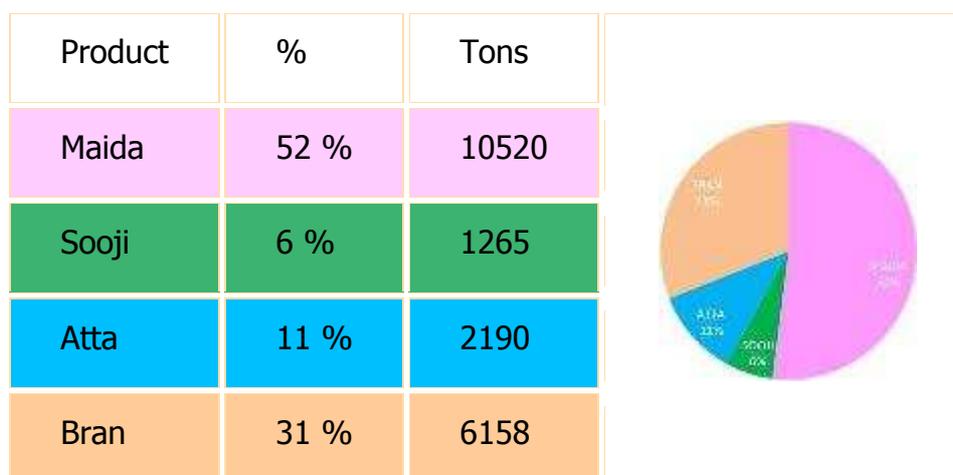
Sakthi Murugan Trading Company ancillary unit was floated to enhance retail sales by targeting the household consumers through promotion of smaller quantities of their products packed in ½ Kg, 1 Kg and 5 Kg packets.

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Sakthi Murugan Agro Foods Ltd, Due to steep increase in the demand for their products there emerged another mill in the name of Sakthi Murugan Agro Foods Ltd., during the year 1998-99. The

installed capacity of the plant is 150 metric tons per day of Wheat Grinding. The milling complex is situated on the NH-47 highway and is just 3 km from Avinashi. The combined grinding capacity of the two units is 6000 MT per month. The built up area of the milling complex is, spread over an area of 10 acres each.

Good quality wheat is purchased from Northern states viz. Rajasthan, Madhya Pradesh, Maharashtra, Uttar Pradesh etc., to produce high quality wheat products. This company is achieving a turnover of 10 crores per year.

1.2.1 Products:



Under the product category the following range of commodities are produced and marketed to different segments in a tamper proof and attractive packing of ½ Kg. 1 Kg. 5 Kg. 10 Kg. 50 Kg. and 90 kg:

- Parotta Maida
- Bakery Maida
- Special Parotta Maida
- Multi-Purpose Maida
- Economic Maida
- Sooji
- Atta
- Fibre Rich Atta

Their products are amongst the best in the state and are sold in the market under the brand name of SMB and VMB. The turnover of Sakthi Murugan Group of Companies is around 100 crores per annum.

1.2.2 Infrastructure:

Machineries:

They have installed imported machineries in both the mills which possess the state of the art technology to cater to the needs of the customers all over the country.

Workshop:

There is a fully fledged workshop and adequate trained personnel are available to maintain the equipments on a regular basis.

Wind Power Division:

The group has 20 Wind Electric Generators of 5.300MW installed near Palladam area of Coimbatore district. The WEGs helps in generating

power and is set off in the EB bill against the power consumed by the mills. This group is generating an income of Rs.300 lakhs through windmills

Laboratory:

The mills are equipped with a full fledged laboratory and the quality is tested every hour to ensure that the products are of high standards before it leaves the Company's' premises.

Transport:

For movement of wheat from Railhead to mills and for delivery of wheat flour, the Company owns a fleet of Lorries and Vans.

1.2.3 Marketing:

The company has a broad based dealership network with 500 dealers in the State of Tamilnadu and the response has been excellent. There is a marketing team headed by a Chief Marketing Manager with a representative team of 30 energetic individuals to handle the marketing of bulk and consumer pack division.

The products are marketed under SMB and VMB brand throughout the state. In order to meet the day to day needs of the

customers during the year 1990 the Company launched consumer packets of 1 kg and ½ kg under SMB brand. SMB is one of the popular brands in the households. SMB APOORVA is a special quality product which has been recently added to our range of commodities.

1.2.4 Achievements:

GEM of India Award:

Government of India has extended the GEM OF INDIA AWARD in the year 1997 appreciating the group's obsession towards the quality of products manufactured and supplied.

1.3 STATEMENT OF THE PROBLEM

High attrition rates are expected to remain a concern for the industry, particularly considering that replacing experience personnel with fresh graduates costs 8 – 10 per cent more on account of the training expenditure. From the companies' perspective, while recruiting fresh candidates is relatively inexpensive to roping in lateral engineers who come with a different set of expectations, the attrition rate means the massive training expenditure. Hence, most companies have started taking engagement with employees very seriously. The workforce that is an asset to the company is identified and kept satisfied. From celebrating birthdays and granting frequent promotions to recognizing their loyalty and efforts, companies adopt a variety of strategies to retain them. Out of sheer curiosity, I had the

privilege to know and to make a study on the employee engagement activities and its related problems practiced in the company.

1.4 Scope of the study

The scope of this study is to extend the **Interpretation** regarding the employee engagement to all other units when extension of the unit. And also the study doesn't include temporary employees.

The future and growth of the firm is very bright and gradually it will expand and innovate and create 'niche' in the industry world.

CHAPTER 2

REVIEW OF LITERATURE

Kahn (1990:694) defines employee engagement as “the harnessing of organization members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”. The cognitive aspect of employee engagement concerns employees’ beliefs about the organization, its leaders and working conditions. The emotional aspect concerns how employees feel about each of those three factors and whether they have positive or negative attitudes toward the organization and its leaders. The physical aspect of employee engagement concerns the physical energies exerted by individuals to accomplish their roles. Thus, according to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organizational role. Most often employee engagement has been defined as emotional and intellectual commitment to the organization (Baumruk 2004, Richman 2006 and Shaw 2005) or the amount of discretionary effort exhibited by employees in their job (Frank et al 2004). Although it is acknowledged and accepted that employee engagement is a multi-faceted construct, as previously suggested by Kahn (1990), Truss et al (2006) define employee engagement simply as ‘passion for work’, a psychological state which is seen to encompass the three dimensions of engagement discussed by Kahn (1990), and captures the common theme running through all these definitions.

The existence of different definitions makes the state of knowledge of employee engagement difficult to determine as each study examines employee engagement under a different protocol. In addition, unless employee engagement can be universally defined and measured, it cannot be managed, nor can it be known if efforts to improve it are working (Ferguson 2007). This highlights the problems of comparability caused by differences in definition. Furthermore, whilst it is acknowledged that employee engagement has been defined in many different ways, it is also argued the definitions often sound similar to other better known and established constructs such as 'organizational commitment' and 'organizational citizenship behavior' (OCB) (Robinson et al 2004). Thus Robinson et al (2004) defined engagement as 'one step up from commitment'. As a result, employee engagement has the appearance of being yet another trend, or what some might call "old wine in a new bottle".

Saks (2006) argues that organizational commitment also differs from engagement in that it refers to a person's attitude and attachment towards their organization, whilst it could be argued that engagement is not merely an attitude; it is the degree to which an individual is attentive to their work and absorbed in the performance of their role. In addition, while OCB involves voluntary and informal behaviors that can help co-workers and the organization, the focus of engagement is one's formal role performance rather than purely extra-role and voluntary behavior.

According to May (2004) engagement is most closely associated with the constructs of job involvement and 'flow' (Csikszentmihalyi 1990). Job involvement is defined as 'a cognitive or

belief state of psychological identification' (Kanungo 1982:342). This differs from engagement in that it is concerned more with how the individual employs him/her self during the performance of his/her job. Furthermore, whilst the focus of job involvement is on cognitions, engagement, according to most definitions, also encompasses emotions and behaviors. The second related construct, the notion of 'flow', is defined as the "holistic sensation that people feel when they act with total involvement" (Csikszentmihalyi 1975:36). It is argued that individuals in a flow experience need no external rewards or goals to motivate them, as the activity itself presents constant challenges (ibid). However, whilst flow is primarily the cognitive involvement of the individual in an activity on a momentary basis, definitions of engagement implies a longer-term and more holistic involvement in work tasks (Kahn, 1990; Holbeche and Springett, 2003).

One of the most influential studies of engagement was carried out by Kahn (1990). Conceptually, Kahn began with the work of Goffman (1961) who proposed that, "people's attachment and detachment to their role varies" (Kahn 1990:694). However, Kahn argued that Goffman's work focused on fleeting face-to-face encounters, while a different concept was needed to fit organizational life, which is "ongoing, emotionally charged, and psychologically complex" (Diamond and Allcorn 1985). To gain further understanding of the varying levels of attachment individuals expressed towards their roles, Kahn (1990) examined several disciplines. It was found that psychologists (Freud 1922), sociologists (Goffman 1961, Merton 1957) and group theorists (Slater 1966, Smith and Berg 1987) had all

recognized the idea that individuals are naturally hesitant about being members of ongoing groups and systems. As a result they “seek to protect themselves from both isolation and engulfment by alternately pulling away from and moving towards their memberships” (Kahn 1990). The terms Kahn (1990) uses to describe these calibrations are ‘personal engagement’ and ‘personal disengagement’, which refer to the “behaviors by which people bring in or leave out their personal selves during work role performances” (Kahn 1990:694). These terms developed by Kahn (1990) integrate previous ideas taken from motivation theories that people need self-expression and self-employment in their work lives as a matter of course (Alderfer 1972, Maslow 1954).

Kahn undertook a qualitative study on the psychological conditions of personal engagement and disengagement by interviewing summer camp counselors and staff at an architecture firm about their moments of engagement and disengagement at work. He defined disengagement as the decoupling of the self within the role, involving the individual withdrawing and defending themselves during role performances (May et al 2004). Disengaged employees displayed incomplete role performances and were effortless, automatic or robotic (Kahn 1990). Kahn found that there were three psychological conditions related with engagement or disengagement at work: meaningfulness, safety, and availability. He argued that people asked themselves three fundamental questions in each role situation: (i) How meaningful is it for me to bring myself into this performance; (ii) How safe is it to do so? and (iii) How available am I

to do so? He found that workers were more engaged at work in situations that offered them more psychological meaningfulness and psychological safety, and when they were more psychologically available. In the only study to empirically test Kahn's (1990) model, May et al (2004) found that meaningfulness, safety, and availability were significantly related to engagement. They also found job enrichment and role fit to be positive predictors of meaningfulness; rewarding coworker and supportive supervisor relations were positive predictors of safety, while adherence to co-worker norms and self-consciousness were negative predictors. Resources were a positive predictor of psychological availability, while participation in outside activities was a negative predictor. Overall, meaningfulness was found to have the strongest relation to different employee outcomes in terms of engagement. An alternative model of engagement comes from the 'burnout' literature, which describes job engagement as the positive antithesis of burnout, noting that burnout involves the erosion of engagement with one's job (Maslach et al 2001). According to Maslach et al, six areas of work-life lead to either burnout or engagement: workload, control, rewards and recognition, community and social support, perceived fairness and values. They argue that job engagement is associated with a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work. Like burnout, engagement is expected to mediate the link between these six work-life factors and various work outcomes. May et al's (2004) **Interpretation** support Maslach et al's (2001) notion of meaningful and valued work being associated with engagement,

and therefore it is important to consider the concept of 'meaning'. According to Holbeche and Springett (2003), people's perceptions of 'meaning' with regard to the workplace are clearly linked to their levels of engagement and, ultimately, their performance. They argue that employees actively seek meaning through their work and, unless organizations try to provide a sense of meaning, employees are likely to quit. The research **Interpretation** suggest that many people experience a greater search for meaning in the workplace (70 per cent) than in life in general (ibid). There are numerous possible reasons for this, for example, it may be because people generally spend longer at work than on other parts of their lives. Holbeche and Springett (2003) argue that high levels of engagement can only be achieved in workplaces where there is a shared sense of destiny and purpose that connects people at an emotional level and raises their personal aspirations. Kahn's (1990) and Maslach et al's (2001) models indicate the psychological conditions or antecedents that are necessary for engagement, but they do not fully explain why individuals will respond to these conditions with varying degrees of engagement. According to Saks (2006), a stronger theoretical rationale for explaining employee engagement can be found in social exchange theory (SET). SET argues that obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence. A basic principle of SET is that relationships evolve over time into trusting, loyal, and mutual commitments as long as the parties abide by certain 'rules' of exchange (Cropanzano and Mitchell 2005). Such rules tend to involve reciprocity or repayment rules, so that the actions of one party lead

to a response or actions by the other party. For example, when individuals receive economic and socio-emotional resources from their organization, they feel obliged to respond in kind and repay the organization (ibid). This is consistent with Robinson et al's (2004) description of engagement as a two-way relationship between the employer and employee.

Saks (2006) argues that one way for individuals to repay their organization is through their level of engagement. In other words, employees will choose to engage themselves to varying degrees and in response to the resources they receive from their organization. Bringing oneself more fully into one's work roles and devoting greater amounts of cognitive, emotional, and physical resources is a very profound way for individuals to respond to an organization's actions, as suggested earlier by the work of Kahn (1990). Thus, employees are more likely to exchange their engagement for resources and benefits provided by their organization.

In summary, SET provides a theoretical foundation to explain why employees choose to become more or less engaged in their work and organization. In terms of Kahn's (1990) definition of engagement, employees feel obliged to bring themselves more deeply into their role performances as repayment for the resources they receive from their organization. When the organization fails to provide these resources, individuals are more likely to withdraw and disengage themselves from their roles. Thus, the amount of cognitive, emotional, and physical resources that an individual is prepared to devote in the performance of their work role may be contingent on

the economic and socio-emotional resources received from the organization.

CHAPTER 3

RESEARCH METHODOLOGY

The validity of any research is based on the systematic method of data collection and analysis. The primary data was collected from 50 sample respondents from the company in which only 30 responses were reliable. For collecting the first-hand information from the employees, fifty of them were chosen by simple random sampling method. The tool used for the data collection was structured questionnaire. The measures of the variables were based on Job Satisfaction, Working environment, Compensation Program and Relationship between the employee and the leader. The collected data was analyzed using Simple correlation and percentage analysis.

3.1 Type of Research

The type of research used is exploratory research where it helps to identify and define a problem or question.

3.2 Objectives of the Study

- To study the level of employee engagement in Sakthi Murugan Group of Companies by using factors like job satisfaction, Working Environment, Compensation Program and Leader relationship with employee.
- To find out the impact of the above factors based on Work Experience, Gender.

- To ascertain the motivational drivers that help to create an engaged workplace.

3.3 Data and Sources of Data

It involves first hand data source collected through the questionnaire from the respondents. Questionnaire was administered to the following departments: Machine Building, Common Services includes Human Resource, Canteen and plant maintenance. From the interaction with few employees, it is observed that they are little interested in the present rewards & recognition system. And also keeping other aspects that affect employee engagement as a base, the questionnaire has been structured.

3.4 Time Period Covered

The project duration covered is 45 days (from 26th of June to 4th of August)

3.5 Population and Sample Size

The population in a research is the total population that is available for the project to be done.

And the sample size is the people selected as respondents based on the confidence level and margin of error.

Here, Total population is 200

Confidence level: 95%

Confidence Interval: 10%

Sample size calculated was 50 and the reliable data collected through questionnaire is 30.

3.6 Sampling Technique

The sampling technique is Probability Sampling based on simple random sampling. The scores of individual items has been summated and the interpretation has been done subsequently.

3.7 Statistical tools Used

The tools used were MS EXCEL and SPSS

3.8 Limitation of the Study

The most obvious limitation of the study is its cross-sectional design. Therefore, firm conclusions about the directions of causality implied in the model cannot be drawn. Thus, relationships among variables must be interpreted with caution. Interpretations of Models using structural equation modeling are also not proof of causality. True causal inferences can only be drawn testing models using longitudinal data. This is especially important for a subject like employee engagement that is not static but is a developmental process that changes over time.

CHAPTER 4

ANALYSIS AND INTERPRETATION

ANOVA TEST:

In statistics, analysis of variance (ANOVA) is a collection of statistical models, and their associated procedures, in which the observed variance in a particular variable is partitioned into components attributable to different sources of variation.

Analysis between Demographic variables and Working Environment

Table 4.1

		Sum of Squares	df	Mean Square	F	Sig.
EXPERIEN CE	Between Groups	18.367	10	1.837	1.312	.002
	Within Groups	26.600	19	1.400		
	Total	44.967	29			
GENDER	Between Groups	1.367	10	.137	1.237	.030
	Within Groups	2.100	19	.111		
	Total	3.467	29			
AGE	Between Groups	11.867	10	1.187	1.610	.078
	Within Groups	14.000	19	.737		
	Total	25.867	29			

Interpretation:

From the above table, it is found that there exists relation between the demographic variables and working environment.

Analysis between Demographic variables and Job Satisfaction.

Table 4.2

		Sum of Squares	df	Mean Square	F	Sig.
EXPERIEN CE	Between Groups	30.238	9	3.360	4.562	.002
	Within Groups	14.729	20	.736		
	Total	44.967	29			
GENDER	Between Groups	1.517	9	.169	1.728	.148
	Within Groups	1.950	20	.098		
	Total	3.467	29			
AGE	Between Groups	18.317	9	2.035	5.391	.001
	Within Groups	7.550	20	.378		
	Total	25.867	29			

Interpretation:

From the above table, it is found that there exists relation between the demographic variables and job satisfaction.

Analysis between Demographic variables and Compensation Benefits.

Table 4.3

		Sum of Squares	df	Mean Square	F	Sig.
EXPERIENC E	Between Groups	7.735	7	1.105	.653	.708
	Within Groups	37.231	22	1.692		
	Total	44.967	29			
GENDER	Between Groups	2.267	7	.324	5.937	.001
	Within Groups	1.200	22	.055		
	Total	3.467	29			
AGE	Between Groups	.871	7	.124	.109	.997
	Within Groups	24.996	22	1.136		
	Total	25.867	29			

Interpretation:

From the above table, it is found that there exists relation between the demographic variables and compensation benefits. But the result shows that there is high relation between the demographic factor AGE and compensation

Analysis between Demographic variables and Superior-Subordinate relationship

Table 4.4

		Sum of Squares	df	Mean Square	F	Sig.
EXPERIEN CE	Between Groups	24.363	9	2.707	2.628	.035
	Within Groups	20.604	20	1.030		
	Total	44.967	29			
GENDER	Between Groups	1.592	9	.177	1.886	.114
	Within Groups	1.875	20	.094		
	Total	3.467	29			
AGE	Between Groups	3.835	9	.426	.387	.928
	Within Groups	22.032	20	1.102		
	Total	25.867	29			

Interpretation:

From the above table, it is found that there exists relation between the demographic variables and superior- subordinate relationship. But the result shows that there is high relation between the demographic factor AGE and relationship.

BASED ON THE LIKERT SCALE RATINGS:-

In the graph, x-axis represents the employee and y-axis represents Likert values

- 1- Strongly agree
- 2- Agree
- 3- Neither agree nor disagree
- 4- Disagree
- 5- Strongly disagree

Job Satisfaction:



Figure 4.1

Interpretation:-

From the above graph, out of 5 point likert scale, the scaling given by the employees are below 2.5/5 and are mostly lying between 1.5 to 2, which every organization is seeking of. And as per the factors constituting this dimensions tells that

Working Environment:

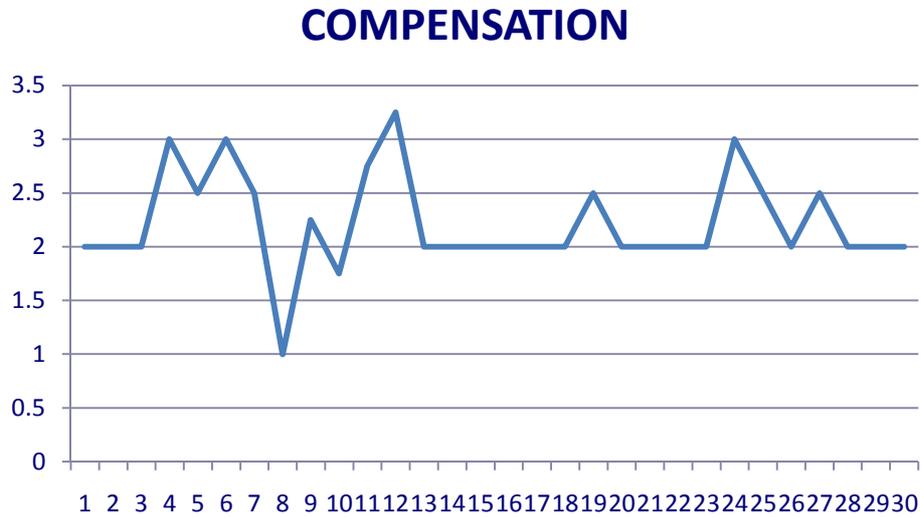
Working environment includes appraisal, training and motivation given to the employees by the concern.



Figure 4.2

Interpretation:-

From the above graph, out of 5 point likert scale, the scaling given by the employess for appraisal are below 3/5 and are mostly lying between 1.5 to 2, for training its between 1 and 3.5, for motivation its below 1 to 2 mostly below 1.5. And as per the factors constituting this dimensions tells that

Compensation:-**Figure 4.3**

About the compensation plan in SMB, the average when compared to all the other factors, it's high.

Relationship between employee and leader:-**Figure 4.4**

About the relationship between employees and their superiors are concerned, the values are averaged between 1 to 2 mostly, so

Employee engagement:-

The factors contributing to employee engagement are analyzed separately and the interpretations are made. The overall average will tell whether the employees are fully engaged or not.

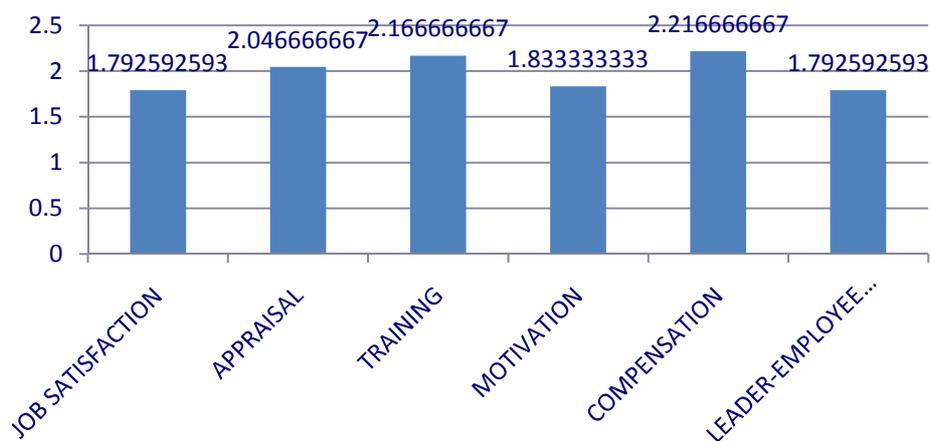


Figure 4.5

From the above graph, it is noted that the lowest value (1.79) is given to their job satisfaction and superior- subordinate relationship, and highest(2.22) is to the compensation plan of SMB. But as for employee engagement, from the study by various researchers an average below 3 for all dimensions that are used to study employee engagement in SMB is found to be good. And hence the **employees in SMB are said to be engaged in their jobs.**

CHAPTER 5

Findings, Suggestions and Conclusions

5.1 Findings

5.1.1 Findings from the SPSS analysis

- From the analysis it is found that the age factor influences more than any other factors.
- And that too highly correlated with the compensation benefits
- The superior and subordinate relationship is found to be good
- The workers are found to be satisfied in their job irrespective of their experience, age and gender.
- And also they are highly satisfied with their working environment irrespective of their demographic variables.

5.1.2 Findings from the Likert Scale Analysis:

- The employees find their job satisfying
- The employees agree that the job provide then the opportunity to grow.
- Job as helped to set higher goals for the future and gives the opportunity to use their abilities.
- And also the other factors like their job security, working hours, job variety.
- The employees are apriciated for their work to an good extent but not to the best.

- The training facilities are found good at SMB.
- And as for the motivation, all the employees rated high in likert scale, so SMB is very good at motivating the employees within.
- The employees felt that they are paid fairly for the work and in particular, they are not highly satisfied about their financial benefits overall.
- SMB treats employee with respect
- The leader sets a good example for the employees and they take the safety in the workplace seriously.
- And they are being an good role model to the employees.
- Most of the employees are very proud to be the part of the organization.

- And the superiors are handling the performance issues very effectively

5.2 Suggestions

By the observations done at SMB, I suggest that

- SMB should provide various welfare facilities like quarters, transport facilities to the employee to improve their standard of living.
- In order to improve the efficiency and skill of the workers, the company should arrange on the job training programs.
- The policy of matching the qualities of employees with the requirements of the work for which they are employed should be adopted for recruitment.

5.3 Conclusion

From the analysis and findings, the study proves that this is the positive impact for the organization. It provides corporate beneficiary by providing the education for the and hence workers will get benefit towards it.

The study brings out the fact that companies with the highest levels of employee engagement achieve better financial results and are more successful in retaining their most value employees than the companies with lower levels of engagement. Startling results like this raises the question: what can organizations do to improve employee engagement and discretionary effort? It is critical that companies should pursue full engagement ensuring that it does not go waste at any point.

The greatest business expenses are benefits, salaries and wages, which every organization wants to maximize through investment and putting maximum efforts. The greatest was in an organization occurs anytime a staff member gives anything less than maximum effort.

5.4 Scope for Future Study

The future study can be focused on Self Valued Governance system, creating a hiring model that ensures the selection of those who will produce maximum efforts. Build a cohesive, clear and effective senior leadership team that will set the tone in the organization.

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Annexure:**Questionnaire**

**A CONCEPTUAL STUDY ON EMPLOYEE ENGAGEMENT
AT
SAKTHI MURUGAN ROLLER FLOUR MILLS LTD, AVINASHI.**

demographic profile

1. How long have you worked for SMB?

- Less than one year
- 1 to 3 years
- 4 to 9 years
- 10 to 14 years
- 15 or more years

2. In which of the following age groups do you belong?

- 25 or younger

- 26 - 35 years old
- 36 - 45 years old
- 46 - 55 years old
- 56 - 65 years old
- 66 or older

3. Gender

- Male
- Female

job satisfaction

	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Strongly Dissatisfied
4. The physical conditions in which you work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. Freedom to choose your own working methods.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. The amount of responsibility you are given	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. The opportunity to use your abilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. Future chance of promotion	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9. The attention paid to your suggestions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Very Satisfied	Satisfied	Neither Satisfied nor Dissatisfied	Dissatisfied	Strongly Dissatisfied
10. The amount of variety in your job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11. The hours of work.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. Your job security	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Working environment- training, appraisal, motivation, safety

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
13. I feel appreciated for the work that I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. I have the training I need to do my job well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. SMB does a good job of promoting from within.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. I am willing to give up some of my own time to further my training/education.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. The people who are promoted deserve it.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	Stro ngly Agre e	Agre e	Neit her Agre e nor Disa gree	Disa gree	Stro ngly Disa gree
18.SMB encourages employees to upgrade their skills/education.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
19. Employees have equal access to training opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
20.SMB offers employees professional development opportunities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
21. Safety is one of our most important training programs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22.I have the information I need to do my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23.I get a strong sense of personal satisfaction from my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24.I am personally motivated to help SMB be successful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25.I have the tools/resources I need to do my job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. When I talk about working for SMB with friends, I do so with pride.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27.I understand how our Division/Department contributes to SMB's success.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Compensation Program

	Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
28. I feel that I am paid fairly for the work I do compared to similar jobs in this industry.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. I feel that I am paid fairly for the work I do compared to others in similar positions at SMB.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. Overall, SMB's employee benefit plan meets my needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
31. SMB's employee gratuity program is an important part of my gratuity financial plan.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

relationship between team leader and employee

	Stro ngly Agre e	Agre e	Neit her Agre e nor Disa gree	Disa gree	Stro ngly Disa gree
32. My <i>immediate manager/supervisor</i> (the person you report to):					
a. Treats me with respect.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
b. Motivates me to do the best job I can.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
c. Sets a good example on how to deal with people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
d. Has the skills needed to do his/her job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
e. Expresses appreciation when I have done a good job.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
f. Takes safety in the workplace seriously.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
g. Gives me useful feedback on how I am doing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
h. Is a good role model.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
i. Deals with performance issues effectively.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>