



ANALYSIS OF WORK RELATED PRACTICES OF EMPLOYEE ENGAGEMENT IN SELECT CEMENT COMPANIES IN ANDHRA PRADESH

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ABSTRACT

Engagement is a novel concept to keep ahead of competition and its practices smoothes the functioning of an organisation. Employee Engagement practices is one of the unique human resource management practices that are followed in organisations to keep ahead of competition and to retain the employees. The success of any sector depends on the efficiency of human resources with their competencies. The goal of human resource management is to help an organization to meet its strategic goals by attracting, and maintaining employees and also to manage them effectively. Employee Engagement practices is one of the unique human resource management practices that are followed in organisations to keep ahead of competition and to retain the employees. This paper focuses on work related aspects of employee engagement especially work activities, sense of accomplishment, resources, processes, autonomy, motivation in select cement companies of Andhra Pradesh. If work related activities are properly managed it boosts employee engagement.

Key words: Employee engagement, work related practices, engaged employees, enhancement of performance and increase in productivity.

Introduction

Organisations are constantly striving hard towards attaining continuous improvements. There are certain things that can be focused to streamline to enhance performance and increase productivity as much as possible. In order to achieve that, is the important to engage your employees especially in work related practices. Sometimes employees may not work properly due to illness or any other work related or family related disturbances. Lack of interest, happiness, engagement, or empowerment may lead to absenteeism. Employee de-motivation, lack of communication and clarity on responsibilities will be a continuous problem. Lack of effective employee engagement may lead to many issues as fall in productivity, less in positive ideas, and a kind of distress among the employees. Sustaining high employee engagement levels in organizations is a challenging task. Employee retention is also very important and employee staying in the same organisation can be extensive and expensive. The less hiring with better one can happen only with the employee engagement. If they are not engaged properly they may quit. A declined performance can be seen with the absence of employee engagement. Disengaged employees will have a tough time in keeping up and finally ends in giving negative results. Hence to avoid the negative results the work related aspects like work activities, sense of accomplishment, resources, processes, autonomy, and motivation if properly managed boosts employee engagement.

Review of literature:

The concept of employee engagement was first proposed by Kahn (1990) as the harnessing of organization members' selves to their work roles; self-employment and self-expression of people physically, cognitively, and emotionally in their work lives. Since Kahn proposed this concept, researchers have proposed different definitions which reflect different understanding of employee engagement in each study, but this caused confusion for business management whether the efforts which improve employee engagement are working in all organizations.

Schaufeli et al. (2002) defined engagement as a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption, and a more persistent and pervasive affective-cognitive state that is not focused on any specific object, event, individual, or behaviour.

Harter et al. (2002) defined employee engagement as the individual's involvement and satisfaction with as well as enthusiasm for work.

Zeng and Han (2005) referred to employee engagement as having a long-lasting, positive emotional and motivational state of awakening their work, ready to devote themselves to work at any time, and are accompanied by pleasant, proud, and encouraging experiences during work.

Cha (2007) Employee's active involvement in work and the state of full physiology, cognition, and emotion that accompanies the work engagement, including three dimensions: work engagement, organizational recognition, and sense of work value

Engaged employees have a sense of energetic and effective connection with their work activities and see themselves as able to deal well with the demands of their job (Schaufeli & Bakker, 2004)

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According to Belle, Burley, and Long (2014), employees desire to be accepted, respected, and included in the organizational decision-making process.

Cha (2007) defined employee engagement as the employee's active involvement in work and the state of full physiology, cognition, and emotion that accompanies the work engagement, including three dimensions: work engagement, organizational recognition, and sense of work value.

Importance of the study

Cement Industry is facing stiff competition in terms of new entrants entering the cement industry and lure the existing employees into their organisations. This creates a huge loss of human resources if attrition is high the survival rate in the organisation may look gloomy and apart from that the existing employees need to perform better. Employees need to be passionate towards their work and value their organisation hence to make employees perform better, Employee Engagement practices specifically the work related activities need to be followed which gives fruitful results.

Research Method and Design

Objectives of the Study

1. To examine the Employee Engagement aspects in selected cement companies.
2. To analyse the work related components influencing employee engagement practices.
3. To suggest suitable measures to boost employee engagement.

Research Hypothesis

- H_0 : There is no significant impact of work related components in boosting employee engagement.
- H_1 : There is a significant impact of work related components in boosting employee engagement.

Research Design Process

The research design process is followed by questionnaire designing and survey is conducted to collect the information from employees. Literature review is done to measure the constructs and design the draft questionnaire. Next, questionnaires are used to collect data from 320 staff level employees in selected cement companies. Questionnaires were filled and complete data collected and assessed using Factor analysis and Reliability testing to refine and finalise the questionnaire administered to the main survey.

Sample Frame: The sampling frame are based on five selected cement companies located in Andhra Pradesh.

Sampling technique: Simple Random sampling technique is used for collecting information from the selected respondents.

Method of Data Collection: In this research data is collected from the sample respondents with the help of administration of structured questionnaire

Tools of Data Analysis: The collected data is analysed with the help of SPSS (20 version).In this research both descriptive and Inferential statistics were used. In the descriptive statistical analysis Mean and Standard Deviation has been used and in Inferential statistics chi square has been used.

Analysis and Implication

Reliability Analysis: Reliability is considered an important aspect in any research method. According to Hinkin (1995),the evaluation of reliability could be considered part of testing stage of the newly developed measure. In this study the coefficient alpha analysis is performed on the entire scale. Cronbach's alpha ranges between zero(0) and one (1);the higher the value, the more reliable the scale. However, researchers argue that there are no hard and fast rules for assessing the magnitude of reliability coefficients. researchers like Flynn etal (1994) and Malhotra and Grover (1998) state that a value of 0.6 is often used as minimum boundary.

Table 1: Reliability Statistics

| Cronbach's Alpha | Cronbach's Alpha Based on Standardized Items | No. of Items |
|------------------|--|--------------|
| .612 | .598 | 21 |

The researcher has carried out the validity test by using SPSS 2000 for the purpose of ensuring that the instrument is tapping the right concept in other words it is to confirm that the types of statements framed in the questionnaire is measuring the intended concept and not anything else and the KMO index is .647 which is often a minimum boundary.

Table 2: Validity Statistics

| | |
|--|----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | .647 |
| Approx. Chi-Square | 4360.167 |
| Bartlett's Test of Sphericity Df | 210 |
| Sig. | .000 |

Table 3 Statistical Interpretations of the Sub Variable “Work Related Aspects” of employee engagement from the responses received from select sample companies

| S. No | Experience | | | | | | | | | |
|-------|------------|---------|--------|---------|--------|---------|--------|---------|----------|---------|
| | 0-5 | | 6-10 | | 11-15 | | 16-20 | | Above 21 | |
| | Mean | S.D | Mean | S. D | Mean | S. D | Mean | S. D | Mean | S.D |
| 1 | 4.2817 | .79612 | 4.6400 | .48990 | 4.8506 | .35857 | 4.8899 | .31445 | 4.8929 | .31497 |
| 2 | 3.3521 | 1.24325 | 4.8400 | .55377 | 4.2759 | 1.06410 | 4.7431 | .51646 | 5.0000 | .00000 |
| 3 | 3.8451 | 1.10386 | 3.7600 | .87939 | 3.8621 | 1.15308 | 4.3853 | .83786 | 4.7500 | .58531 |
| 4 | 4.2958 | .45964 | 3.5200 | .91833 | 3.9425 | .82626 | 3.9450 | .90098 | 4.3214 | .47559 |
| 5 | 4.7746 | .42079 | 4.4400 | .50662 | 4.5172 | .50260 | 4.2110 | .40991 | 4.6071 | .49735 |
| 6 | 3.5775 | .49748 | 4.0000 | .00000 | 3.7126 | .45515 | 3.6239 | .48666 | 3.9286 | .26227 |
| 7 | 3.1690 | .82784 | 3.4800 | .87178 | 3.6207 | .73519 | 2.6881 | 1.19952 | 3.9286 | .26227 |
| 8 | 3.1690 | .82784 | 3.4800 | .87178 | 3.6207 | .73519 | 2.7064 | 1.18089 | 3.9286 | .26227 |
| 9 | 3.5915 | 1.34778 | 3.0000 | 1.04083 | 3.6782 | 1.09432 | 3.8349 | 1.10146 | 4.6786 | .47559 |
| 10 | 3.5915 | 1.34778 | 3.3200 | .90000 | 3.3218 | .97043 | 4.0734 | .77825 | 4.6071 | .49735 |
| 11 | 3.8028 | .83870 | 3.8800 | .60000 | 3.7586 | .97606 | 3.1743 | 1.01693 | 4.3929 | .83174 |
| 12 | 3.5915 | .83798 | 2.8800 | 1.01325 | 3.8736 | .78953 | 3.9541 | .91677 | 4.0714 | .26227 |
| 13 | 4.2254 | .42079 | 3.4800 | 1.19443 | 3.6552 | .88695 | 3.9908 | 1.10131 | 4.0000 | .00000 |
| 14 | 3.8451 | 1.30546 | 3.5600 | 1.35647 | 4.0000 | 1.05654 | 3.3945 | 1.16284 | 4.5357 | .50787 |
| 15 | 3.7183 | 1.45586 | 3.9200 | .27689 | 3.6437 | .82090 | 2.7156 | 1.46624 | 2.5714 | 1.03382 |
| 16 | 2.7324 | 1.13336 | 2.5200 | 1.63605 | 3.7931 | 1.33937 | 3.6972 | 1.39114 | 2.5357 | .83808 |
| 17 | 4.2113 | 1.09434 | 2.8400 | 1.97231 | 2.4483 | 1.68273 | 4.5963 | .72161 | 4.6071 | .49735 |
| 18 | 3.4930 | 1.85066 | 3.3600 | 1.15036 | 3.5977 | 1.38480 | 2.7706 | 1.22197 | 4.8214 | .39002 |
| 19 | 2.4648 | .87556 | 2.8000 | .70711 | 3.8506 | 1.20588 | 3.7431 | 1.00373 | 5.0000 | .00000 |
| 20 | 3.7746 | 1.04468 | 2.9200 | 1.07703 | 3.7011 | 1.20189 | 3.3945 | 1.06300 | 4.1429 | .35635 |
| 21 | 3.1831 | .85038 | 3.0000 | 1.38444 | 3.7011 | .71715 | 3.9083 | .64609 | 4.0000 | .00000 |

Table 4 Statistical Interpretations of the Sub Variable “Work Related Aspects” of Employee Engagement from the responses received from select sample cement companies

| S. No | Statements | #Mean | #S.D | χ^2 | D.F | Sig.lvl |
|-------|---|--------|---------|----------------------|-----|---------|
| 1 | I know my nature of work | 4.7250 | .54226 | 77.446 ^a | 8 | .000 |
| 2 | I get sense of accomplishment from my work | 4.3375 | 1.04379 | 111.094 ^a | 16 | .000 |
| 3 | I am provided with the requisite information and work systems to accomplish my work | 4.1063 | 1.02689 | 46.456 ^a | 16 | .000 |

| | | | | | | |
|----|--|--------|---------|----------------------|----|------|
| 4 | Our tools and technology are easily accessible to do my job well | 4.0219 | .79742 | 89.807 ^a | 12 | .000 |
| 5 | I look forward to come to work everyday | 4.4719 | .49999 | 58.758 ^a | 4 | .000 |
| 6 | I am involved in decision making process | 3.6938 | .46166 | 25.475 ^a | 4 | .000 |
| 7 | I have the resources to do my job well | 3.2187 | 1.01815 | 95.468 ^a | 12 | .000 |
| 8 | I am empowered to get the job done | 3.2250 | 1.00750 | 92.631 ^a | 12 | .000 |
| 9 | I commit myself in getting the job done effectively | 3.7469 | 1.16707 | 72.923 ^a | 12 | .000 |
| 10 | I am part of the organisation growth | 3.7500 | 1.05343 | 133.799 ^a | 12 | .000 |
| 11 | I am at will to get the work accomplished with less pressure | 3.6344 | .99248 | 121.365 ^a | 12 | .000 |
| 12 | I am happy with work load | 3.7781 | .88393 | 58.318 ^a | 8 | .000 |
| 13 | I am provided with safe, hygienic working condition | 3.9125 | .90894 | 75.990 ^a | 8 | .000 |
| 14 | I am aware of the work processes | 3.7719 | 1.18817 | 95.367 ^a | 12 | .000 |
| 15 | I am empowered to take decisions | 3.2719 | 1.31705 | 170.863 ^a | 16 | .000 |
| 16 | I am self motivated | 3.3156 | 1.40434 | 188.750 ^a | 16 | .000 |
| 17 | I work with honesty and sincerity | 3.7906 | 1.54856 | 181.947 ^a | 12 | .000 |
| 18 | I am proactive at work | 4.7250 | .54226 | 153.246 ^a | 16 | .000 |
| 19 | I am given an opportunity to express my opinions without bias | 4.3375 | 1.04379 | 217.876 ^a | 12 | .000 |
| 20 | I am relaxed and work with dedication | 4.1063 | 1.02689 | 114.154 ^a | 16 | .000 |
| 21 | I complete my scheduled work without any hassles | 4.0219 | .79742 | 206.649 ^a | 16 | .000 |

Data interpretation:

The research presents the statistical outcome in table 3, the outcomes in the form of Mean and Standard Deviation, conceptually higher SD indicates high deviation, moderate SD indicates moderate deviation, and a low value of 0-2 indicates low deviation SD as observed in all variables. Table 1 Experience wise responses on work related aspects in the selected respondent cement companies. Irrespective of experience the respondents have a highly positive opinion on the statements like knowledge of nature of work, accessibility of tools and technology to do the job well, look forward to work every day. A moderately positive opinion is opined about the sense of accomplishment in work, provision of requisite information and work systems to accomplish the work, involvement in decision making process, empowered to get the job done, commitment in getting the job done effectively, happy with work load, awareness of the work processes. A slightly negative opinion is observed in the aspect of highly self motivated to get the job done, resources to do the job well. So, there is a requirement to adopt strategies to enhance motivation for the employees. Testing of Hypothesis: The Chi-Square values in Table 4 on various work related aspects of Employee Engagement with special emphasis on experience on all factors is considered, irrespective of experience the opinions, Knowledge of nature of work, accessibility of tools and technology to do the job well, look forward to come to work every day. A moderately positive opinion is opined about the sense of accomplishment in work, provision of requisite

information and work systems to accomplish the work, involvement in decision making process, empowered to get the job done, commitment in getting the job done effectively, happy with work load, awareness of the work processes, sense of accomplishment in work, provision of requisite information and work systems to accomplish the work, involvement in decision making process, empowered to get the job done, commitment in getting the job done effectively, happy with work load, awareness of the work processes, self motivated to get the job done, resources to do the job well. are higher than the table values hence null Hypothesis which states that there is no impact of work related aspects in boosting employee engagement of select cement companies been rejected and the alternate Hypothesis which states that there is an impact of work related aspects in boosting employee engagement of select sample cement companies is accepted.

Conclusion: Employee Engagement helps in identifying aspects such as motivation, empowerment, assurance, autonomy, work related activities, resources and processes if put into proper place which will provide a competitive edge to the companies wherein many cement companies are cropping up excellent work related activities which boosts employee engagement. As a satisfied employee he gives his best at work and leads to organization's higher productivity.

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