

**A STUDY ON EMPLOYEE ENGAGEMENT WITH  
REFERENCE TO ONE OF THE LEADING CEMENT  
MANUFACTURING ORGANIZATIONS IN ANDHRA  
PRADESH**

**P.K.Madhooha\***

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**Abstract**

There is a growing competition in cement industry from past few years. The employees are considered to be vital contributors to the cement manufacturing organizations in terms of meeting the competition and maintaining sustainability in the market for which higher employee engagement is required. The more is the employee engagement, the more will be the organizational efficiency. Good employee engagement results in high performance, improved productivity and increased profitability thus, enhancing organizational success. The study mainly focuses on the employee engagement with reference to one of the leading cement manufacturing organizations in Andhra Pradesh. It was found that the organization follows good employee engagement practices by ideally blending obligations, effort, commitment, time and funds to attain organizational effectiveness and positive outcome. But somewhere there was a lag in giving proper motivation to the employees in regard to employee engagement. So, more effective employee engagement practices can result in better employee engagement.

**Keywords:** Employee Engagement, Cement Manufacturing Organization, High Performance, Organizational Efficiency.

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**\* Student, Department of Business Management, The Hindu College-MBA, Machilipatnam- (A.P), India**

## **Introduction**

In present global era, making employees engaged is perhaps a great challenge for the employers. However, it is considered to have wider scope to enhance commitment in employees and motivate them to put their maximum effort in getting effective organizational outcome. The improvement in employee engagement results in employee satisfaction, integrity, low employee turnover rate, employee wellbeing in turn increasing the firm's efficiency.

**Employee Engagement:** Employee engagement is the complete involvement of employees in their work to fulfill all the obligations. The employee engagement depends upon the major aspects such as employees' mindset, ability of employers to influence and motivate the employees to get engaged and transparent employer-employee communication. Highly engaged employees are said to be the back bone to the organization. They use their strengths to explore the opportunities in the market and take advantage of them to drive the organization forward. Employee engagement levels can be classified into highly engaged, moderately engaged, neither engaged nor dis-engaged, dis-engaged and highly dis-engaged. The employees who are highly engaged have high commitment and high attention towards their work and accomplish all the work based activities beyond expectations. The employees who are moderately engaged have low commitment but high attention towards their work and satisfy all obligations at work but sometimes they get tempted away. The employees who are neither engaged nor dis-engaged have low commitment and low attention towards their work. They carry out their work for the sake of reaching targets. The employees who are dis-engaged have no commitment and no attention towards their work. They mostly make excuses and get away from work. The employees who are highly dis-engaged have no commitment and diverted attention. They do not accomplish the targets at work and in turn distract the other employees from work. So, the highly engaged employees increase the productivity, profitability and decrease attrition rate in the organization thus, improving the organizational proficiency.

## **Need for the Study**

The employees who are actively engaged contribute all success to the organization where as, the employees who are highly dis-engaged will burnout the organizational success. The study helps to know the engagement levels of the employees in the organization and their level of

satisfaction in terms of the working conditions, opportunities to grow, superiors' support, motivation through provision of rewards and incentives, welfare schemes, recreational facilities etc thus, helping the current system to develop and become more effective.

### **Objectives of Study**

- To understand employee engagement practices in one of the cement manufacturing organizations in Andhra Pradesh
- To analyse the support rendered by the employers to employees in terms of employee engagement in one of the cement manufacturing organizations in Andhra Pradesh
- To identify the employee expectations to enhance engagement in one of the cement manufacturing organizations in Andhra Pradesh
- To find out the extent of satisfaction of the employees with the current system in one of the cement manufacturing organizations in Andhra Pradesh

### **Methodology**

The study is based on both primary and secondary data. Primary data is collected through a structured questionnaire and interview method, and secondary data is collected from journals, magazines, books, websites, annual reports, records etc. The population size is 153 and the sample size is 100. The sampling technique used in the study is simple random sampling. The sampling unit is the employees of one of the leading cement manufacturing organizations in Andhra Pradesh.

### **Limitations**

1. Due to the time constraint and resources constraint the study is confined only to one cement manufacturing organization in Andhra Pradesh.
2. Sometimes, the respondents may not be interested to provide required information. However, the researcher motivated them to the maximum extent and collected the information.

### **Data Analysis and Interpretation**

**Demographic Profile:** From the data collected for the study, it is noticed that out of the total population, majority of the respondents belong to age group of 30-40; very less number of

respondents belong to female category; majority of the respondents belong to production department and majority of the respondents are having work experience between 5-10 years in the current organization.

### Analysis of various attributes of employees with respect to employee engagement

**TABLE 1**

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
1. I enjoy the job that I perform	48%	37%	15%	00%	00%	100%
2. The level of stress at work is manageable	25%	41%	34%	00%	00%	100%
3. My effort is recognized by the organization	11%	24%	12%	53%	00%	100%
4. I receive the training when ever needed	72%	25%	03%	00%	00%	100%
5. My job provides me a sense of satisfaction	16%	21%	42%	21%	00%	100%
6. The organization gives me opportunities to learn and grow personally	51%	39%	10%	00%	00%	100%
7. I get sufficient resources and tools to accomplish my obligations correctly	78%	22%	00%	00%	00%	100%
8. My supervisor renders me support at work	52%	26%	22%	00%	00%	100%
9. My supervisor is easily available when needed	61%	39%	00%	00%	00%	100%
10. My supervisor helps in creating motivating and energy filled work environment	46%	37%	17%	00%	00%	100%

11. My supervisor appreciates for our team's high performance.	09%	12%	13%	42%	24%	100%
12. I give importance to the vision and goals of the organization and try my best to accomplish them	97%	03%	00%	00%	00%	100%
13. The organization provides recreational facilities	00%	00%	12%	32%	56%	100%
14. The employee engagement activities have motivated me to work towards the organizational goals	34%	27%	20%	19%	00%	100%
15. The organization involves all the employees in the festival celebrations.	90%	10%	00%	00%	00%	100%
16. The organization involves employees while taking major decisions	00%	03%	02%	52%	43%	100%
17. The employers treat all the employees in equal manner without biased feelings	43%	25%	27%	05%	00%	100%
18. I would recommend the organization as a good place to work	14%	24%	42%	20%	00%	100%
19. Overall, I am very much satisfied with my job and workplace	17%	16%	43%	24%	00%	100%

### Findings and Results

1. Majority of the respondents expressed that they are able to enjoy the job they perform and the stress levels at work are manageable.
2. Significant number of respondents revealed that their effort is not being recognized in the organization and appreciation is not received by the employees for their team's high performance.

3. All most all respondents conveyed that they receive training when ever needed.
4. Majority of the respondents are neutral in terms of their satisfaction level in job.
5. Most of the respondents expressed that the organization gives them opportunities to grow personally and provide sufficient tools and resources to accomplish the work obligations.
6. Majority of the respondents conveyed that they are able to receive support from the supervisor at work, there is easy availability of supervisor when needed and the supervisor creates motivated and energy filled work environment.
7. All most all the respondents give importance to the organizational vision and goals.
8. Majority of the respondents are able to get motivated towards work due to employee engagement activities and they are treated equally by the employers.
9. Most of the respondents revealed that there are no recreational facilities provided to them.
10. All the employees are involved in the festival celebrations which takes place in the organization.
11. All most all respondents expressed that they are not involved in organizational decision making.
12. Majority of the respondents are neutral in recommending the organization as good place to work and they are moderately satisfied with their job and workplace.

### **Suggestions**

Based on the findings of the study some suggestions were made to improve the employee engagement in the organization.

1. The organization has to recognize the effort and high team performance of the employees by providing rewards, incentives, fringe benefits, promotion, profit sharing, words of praise, letter of appreciation etc.
2. Recreational activities such as outings, team lunch, holiday parties, sports events and employees' family involved amusement activities are to be conducted to improve employee engagement.
3. The involvement of employees in organizational decision making increases employee commitment and employee satisfaction, improves productivity and quality of organization, better ideas are generated thereby improving the employee engagement levels.

4. The organization is following good employee engagement practices but somewhere they lag to give proper motivation to the employees. So, more effective employee engagement practices have to be adopted for better employee engagement.

### **Conclusion**

Employee engagement is the level of commitment, attention and involvement the employees have towards their organization. It increases the possibility of profitability and organizational success. The organization can enhance employee engagement by recognizing the employees' efforts and providing them various monetary and non-monetary benefits, recreational facilities, by making the employees involve in organizational decision making and thereby improving the engagement practices within the organization.

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