



## A STUDY ON EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL COMMITMENT PRACTICES IN SHRI RAM FIBRES LIMITED VIRALIMALAI

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### ABSTRACT

The study on employee engagement and involvement practices gives a wide range of interest for studying the characteristics of the minds of employees. The study was undertaken to know the life style at SRF limited from the interest of the respondents and to evaluate the current effectiveness of the top management along with the source of skill for personal development and its impact.

The study was conducted by the collection of data from 120 samples out of 300 employees with simple random techniques were analyzed by percentage and chi- square test. It was found that employee engagement was effective. But for further improvement in job related skill and individual skill to attain organizational goal successfully there was a way out to certain suggestions with which the efficiency can be boosted.

**KEYWORDS:** characteristics , organizational goal , personal development.

### INTRODUCTION

#### EMPLOYEE COMMITMENT

Employee engagement is a route to business success. An engaged workplace encourages commitment, energy and productivity from all those involved to help improve business performance.

Thus employee engagement means the way of consistent work. It provides best practice on how you can develop integrity in your business by defining, communicating and embedding values and supportive behaviour.

Employee engagement is a workplace approach designed to ensure that employees are committed to your business goals and values. By involving them in your business, you will motivate them to contribute to your business success and at the same time improve their sense of well-being.

Employee engagement starts with managers showing a clear and collective commitment to making employee engagement part of business culture. This means sharing information on business plans and performance, making sure you live your business values and seeking views and ideas from employees on how to improve your business.

It is a two-way street. Encourage your employees to play their part by sharing their feedback, raising concerns and supporting the way you do business.

Employee engagement is a property of the relationship between an organization and its employees. An "engaged employee" is defined as



one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests.

An organization with "high" employee engagement might therefore be expected to outperform those with "low" employee engagement, all else being equal.

Employee engagement first appeared as a concept in management theory in the 1990s, becoming widespread in management practice in the 2000s, but it remains contested. It stands in an unspecified relationship to earlier construct such as morale and job satisfaction. Despite academic critiques, employee-engagement practices are well established in the management of human resources and of internal communications.

Hence towards the base the paper this aims to examine the key drives of employee engagement within an organization. These include:

- **Employee perceptions of job importance** – “an employee's attitude toward the job's importance and the company had the greatest impact on loyalty and customer service than all other employee factors combined.”
- **Employee clarity of job expectations** – “If expectations are not clear and basic materials and equipment are not provided, negative emotions such as boredom or resentment may result, and the employee may then become focused on surviving more than thinking about how he can help the organization succeed.”
- **Career advancement / improvement opportunities** – "Plant supervisors and managers indicated that many plant improvements were being made outside the suggestion system, where employees initiated changes in order to reap the bonuses generated by the subsequent cost savings."
- **Regular feedback and dialogue with superiors** – "Feedback is the key to giving employees a sense of where they're going, but many organizations are remarkably bad at giving it." "What I really wanted to hear was 'Thanks. You did a good job.' But all my boss did was hand me a cheque."
- **Quality of working relationships with peers, superiors, and subordinates** – "...if employees' relationship with their managers is fractured, then no amount of perks will persuade the employees to perform at top levels. Employee engagement is a direct reflection of how employees feel about their relationship with the boss."
- **Perceptions of the ethos and values of the organization** – "'Inspiration and values' is the most important of the six drivers in our Engaged Performance model. Inspirational leadership is the ultimate perk. In its absence, [it] is unlikely to engage employees."
- **Effective internal employee communications** – which convey a clear description of "what's going on?" Commitment theories are rather based on creating conditions, under which the employee will feel compelled to work for an organization, whereas engagement theories aim to bring about a situation in which the employee by free choice has an intrinsic desire to work in the best interests of the organization.

Recent research has focused on developing a better understanding of how variables such as quality of work relationships and values of the organization interact, and their link to important work outcomes. From the perspective of the employee, "outcomes" range from strong commitment to the isolation of oneself from the

### 1. Engagement will go up (but just a little):

According to Gallup's latest poll: employee engagement has been pretty stagnant. Only 32% of U.S. workers were engaged in their jobs in 2015, compared to 31.5% the previous year. Given the other trends below, and the fact that engagement has risen from 29% in 2011, we can expect to see the needle move in 2016. But probably not more than a point or two.

### 2. Millennial will (still) provide a challenge:

In 2015, millennial became the largest generation in the US workforce. That number is expected to rise dramatically as more boomers retire and more graduates start their careers. Some predictions are as

high as 75% of the workforce by 2030! (Although that myth was debunked in this *Wall Street Journal* post. It's actually more like 44%).

Whatever the specific number, Generation Y is now the majority. Businesses seeking to engage employees in their work will now have to tailor their approaches to this group. Research suggests that they are driven by open communication, a great company culture, involvement with cause, and achieving purpose and fulfillment.

### **3. More compassionate leadership:**

People don't quit their jobs, they quit their bosses. It turns out that the opposite is true too. An inspiring manager creates more engaged teams. According to research by leadership development experts Dr. Brad Shuck and Maryanne Honeycutt-Elliott, "higher levels of engagement come from employees who work for a compassionate leader—one who is authentic, present, has a sense of dignity, holds others accountable, leads with integrity and shows empathy".

### **4. More employee feedback more often:**

With an employee engagement in 2014 and found that the vast majority of employees who received little or no feedback were actively disengaged. Engagement went up dramatically when employees received feedback about their weaknesses, and even more so when they received feedback about strengths. Data is always nice to have, but the feedback/engagement connection is also intuitive. How much more engaged are you in any relationship, when you are having open and honest conversation about what matters most?

### **5. Work/Life Balance will become Work/Life Blend:**

The Society for Human Resource Management, found that the best companies are embracing flexibility. For many job-functions there is no longer any good reason to require people to come into the office every day, or for work to be done between the hours of 9am and 5pm. (I am writing this from my kitchen table at 7:30 at night). More companies will continue on this path as long as the numbers prove it's working.

### **6. People analytics will grow:**

In his article published in Harvard Business Review last month, Sean Graber argues that it's important to look at employees' perceptions and behaviours and their impact on performance. Managers can then decide how to shift things to increase engagement. In Sean's consulting, he melds analytics with qualitative feedback by looking at aggregated data from surveys as well as self-reported behaviours:

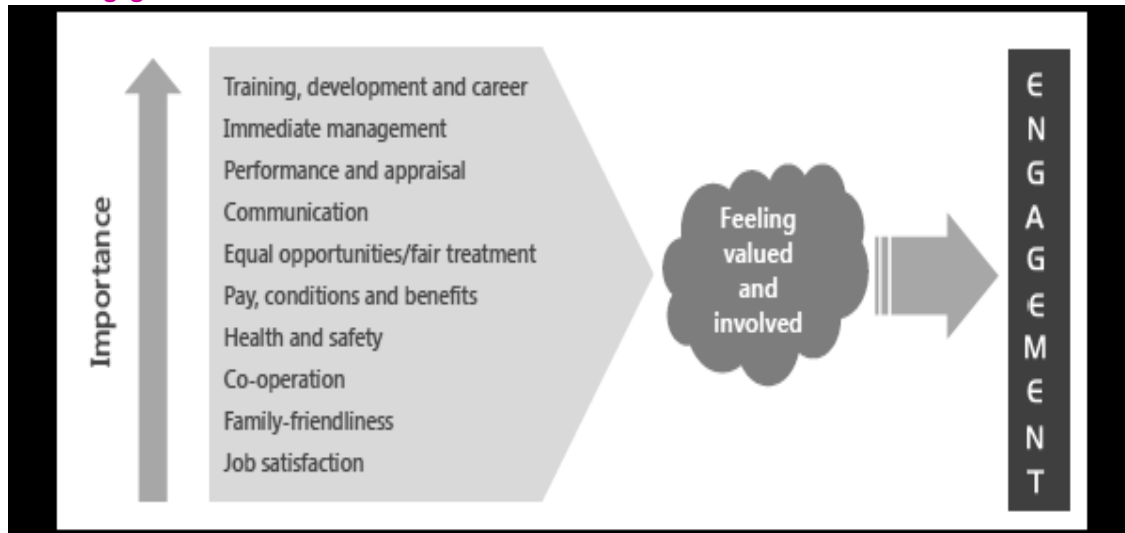
Over time, organizations can track how their employees' engagement changes and how it relates to key performance indicators (KPIs), such as sales, customer satisfaction, and attrition.

### **7. Technology will focus on the employee:**

One of the biggest trends we are seeing is the arrival of a "new breed of pulse tools, feedback apps, and anonymous social networking tools". These advanced methods for having regular check-ins with employees to understand where they are being challenged will eventually replace annual performance reviews.

Business is a living, breathing entity. It undergoes change, grows and recedes, gets broken and heals. The people are the individual cells that work together to ensure that the entity is healthy, productive, and thriving. In 2016, the brain (leadership) will have more tools at its disposal to predict and improve employee engagement. Maybe in 2017 Gallup's survey will report a positive radical shift in how people show up to work.

**Employee Engagement Dynamics**  
**Drivers of Engagement - What matters most?**



Knowing whether employees are engaged or disengaged is only the first step. You also need to be able to take action on the results. You need to understand the key drivers of engagement and disengagement, and you need to be able to plan activities or initiatives that will have the greatest impact on increasing engagement.

The elements that drive engagement are usually similar across most companies, but the specific concerns and level of importance are unique and specific in every company and even

**Employee involvement:**

Employee involvement is a philosophy practiced by companies that gives their employees stake in decisions that directly affect their jobs, while employee empowerment is a corporate structure that allows non-managerial employees to make autonomous decisions. Each one is a distinct practice and is usually mutually exclusive to one another, though the benefits can be similar. The main benefits of employee involvement and empowerment are enhanced morale, more productivity, healthier co worker relationships and creative thinking.

**NEED OF THE STUDY**

This study shows:

- To find the style and life of employees at Srf
- To provide insight into the employer-employee relationship at Srf
- To check for quality work life balance
- To verify the effectiveness of training and development
- To analyze the various unit wise output

**SCOPE OF THE STUDY**

The study gives a multidimensional aspect for findings:

- Proper balance of work life study will help to reduce the stress
- To understand the perception of employee engagement in the manufacturing sectors when compared to IT sectors.
- To get the techniques used for employee engagement for future application in real life
- To suggest measures to improve the level of involvement and effectiveness

## LITERATURE REVIEW

Simpson (2009) discussed that the current state of knowledge about engagement at work through a review of the literature. This review highlighted the four lines of engagement research and focuses on the determinants and consequences of engagement at work.

Susi & Jawaharrani (2011) examined some of the literature on Employee engagement, explore work-place culture & work-life balance policies & practices followed in industries in order to promote employee engagement in their organizations to increase their employees' productivity and retain them. Work-life balance is key driver of employees' satisfaction.

Ram & Gantasala (2011) investigated the antecedents and consequences of employee engagement in Jordanian Industry. Bhatla (2011) focused on the need for such employees and how their presence can improve the progress and work efficiency of the organization as a whole. Also focused on the challenges faced by the HR managers to improve employee engagement for an organization's survival.

Shashi (2011) reinforced the importance of employee communication on the success of a business. She revealed that an organization should realize the importance of employees, more than any other variable, as the most powerful contributor to an organization's competitive position.

Bijaya KumarSundaray (2011) focused on various factors which lead to employee engagement and what should company do to make the employees engaged. Proper attention on engagement strategies will increase the organizational effectiveness in terms of higher productivity, profits, quality, customer satisfaction, employee retention and increased adaptability.

Siddhanta & Roy (2012) explored implications for theory, further research and practices by synthesizing modern 'Employee Engagement' activities being practiced by the corporate with the review of findings from previous researches / surveys. Singh & Shukla (2012) tried to find out what variables are significant to create an engaged workforce. The study was exploratory in nature and the data has been collected from a tin manufacturing organization.

## RESEARCH METHODOLOGY

### OBJECTIVE OF THE STUDY

- To know about the life and style of employees at SRF.
- To provide insight into the employer-employee relationship at Srf
- To check for quality work life balance
- To verify the effectiveness of training and development

**RESEARCH DESIGN** Descriptive research – In this research descriptive research design is applied. It includes the surveys and findings enquiries of different kinds. The major purpose of the descriptive research is the description of the state of affairs as it exists at present.

### SAMPLING METHODS – In this research sampling method

#### Sample size

120 samples (out of 300 employees)

#### Sampling technique

Researcher has used to collect the primary data structured undisguised questionnaire was framed covering various aspect of the study. The questionnaire contained the closed ended question. The questionnaire consists of questions related to the training and development of effectiveness programs.

### RESEARCH HYPOTHESIS

- To test the opportunities for personal development in SRF
- To test the fair treatment of employees at SRF

**LIMITATIONS OF THE STUDY**

- ❖ The respondent were reluctant to answer due to their busy schedule
- ❖ Some of the respondents might have answered in a biased manner.
- ❖ Time was major constant
- ❖ During the working hours it is very difficult to collect data from employees.

**CHI-SQUARE ANALYSIS**

**HYPOTHESIS-I**

To test the opportunity for personal development in SRF Ltd

**NULL HYPOTHESIS (H0)**

There is an opportunity for personal development of the employees of SRF Ltd.

**TABLE SHOWING AN OPPORTUNITY FOR PERSONAL DEVELOPMENT OF THE EMPLOYEES OF SRF LTD**

Opportunities	strongly agree	Agree	neutral	Disagree	strongly disagree	Total
Off job training	11	12	5	5	4	37
Role plays	9	6	3	5	3	26
Brain storming	5	8	3	4	2	22
Personality training	4	5	2	2	3	16
Fitness and meditation	5	4	3	3	4	19
Total	34	35	18	19	16	120

**ILLUSTRATIONS:**

**Chi-square =  $\sum(O_i - E_i)^2 / E_i$**   
 O<sub>i</sub> = observed frequency  
 E<sub>i</sub> = Expected frequency  
**Expected frequency (E<sub>i</sub>) = Row Total \*Column total / Net total**

O <sub>i</sub>	E <sub>i</sub>	(O <sub>i</sub> -E <sub>i</sub> )	(O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup>	(O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup> /E <sub>i</sub>
11	10.4	0.51	0.26	0.02
12	10.7	1.20	1.46	0.13
5	5.5	-0.55	0.36	0.05
5	5.8	-0.85	0.73	0.12
4	4.9	-0.93	0.87	0.17
9	7.3	1.63	2.6	0.3
6	7.5	-1.58	2.50	0.3
3	3.9	-0.9	0.81	0.20
5	4.1	0.88	0.78	0.18
3	3.4	-0.46	0.21	0.06
5	6.2	-1.23	1.52	0.24
8	6.4	1.58	2.50	0.39
3	3.3	-0.3	0.09	0.02

4	3.4	0.51	0.26	0.07
2	2.9	-0.93	0.87	0.29
4	4.53	-0.53	0.28	0.06
5	4.66	0.33	0.11	0.02
2	2.4	-0.4	0.16	0.06
2	2.53	-0.53	0.28	0.11
3	2.1	0.86	0.75	0.35
5	5.38	-0.38	0.14	0.02
4	5.54	-1.54	2.37	0.42
3	2.85	0.15	0.02	0.007
3	3.0	-0.008	6.9	2.30
4	2.5	1.46	2.15	0.84
		<b>Calculate value=</b>		4.636

Degrees of freedom =  $(r-1) * (c-1)$   
 =  $(5-1)*(5-1)$   
 =  $2*4$   
 = 8

Level of significance ( $\alpha$ ) = 0.05  
 Tabulated value = 15.507  
 Calculated value = 4.6367

**INFERENCE**

Hence the calculated value less then tabulated value and null hypothesis is accepted. There is an opportunity for personal development of the employees of

**HYPOTHESIS-II**

To test the equal opportunities and fair treatment of all the employees at SRF Ltd.

**NULL HYPOTHESIS (H0)**

There is an equal opportunities and fair treatment of all the employees of SRF Ltd.

**TABLE SHOWING THE EQUAL OPPORTUNITIES AND FAIR TREATMENT OF ALL THE EMPLOYEES OF SRF LTD.**

gender/motivation	strongly agree	Agree	neutral	Disagree	strongly disagree	Total
Male	23	28	18	6	5	80
Female	15	9	6	5	5	40
Total	38	37	24	11	10	120

**ILLUSTRATIONS:**

**Chi-square =  $\sum(O_i - E_i)^2 / E_i$**   
 O<sub>i</sub> = observed frequency  
 E<sub>i</sub> = Expected frequency

**Expected frequency (E<sub>i</sub>) = Row Total \* Column total / Net total**

**CALCULATION TABLE**

O <sub>i</sub>	E <sub>i</sub>	(O <sub>i</sub> -E <sub>i</sub> )	(O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup>	(O <sub>i</sub> -E <sub>i</sub> ) <sup>2</sup> /E <sub>i</sub>
23	25.3	-2.3	5.4	0.21
28	24.6	3.3	11.1	0.45
18	16	2	4	0.25
6	7.33	-1.33	1.77	0.24
5	6.66	-1.6	2.77	0.41
15	12.6	2.3	5.44	0.42
9	12.3	-3.33	11.1	0.90
6	8	-2	4	0.5
5	3.66	1.33	1.7	0.48
5	3.33	1.66	2.7	0.83
		<b>Calculate value=</b>		4.723

**Degrees of freedom** = (r-1) \* (c-1)  
 =(2-1)\*(5-1)  
 =4

Level of significance(α)=0.05

Tabulated value = 9.488

Calculated value =4.723

**INFERENCE**

Hence the calculated value less than tabulated value and the alternative null hypothesis is accepted. There is an equal opportunities and fair treatment of all the employees of SRF Ltd.

**FINDINGS, SUGGESTIONS AND CONCLUSION**

It is inferred that experience wise classification of respondents from that it can be understood that , out of 120 respondents 23.3% employees are 1-2 years and remain 45% employees are 3-4 years ,20.8% employees are 5-6 years,6.6% employees are 7-8 years and 4.1% employees are above 10 year

It is inferred that adequate opportunities for professional growth out of 120 respondents Strongly Agree 26.6% employees, agree 56.6% employees, neutral 12.5% employees, disagree 4.1% employees, strongly disagree 0 employees.

It is inferred that proper training measure out of 120 respondents Strongly Agree 28.3% employees training sufficient duration, agree 38.3% employees training sufficient duration, neutral 15% employees , disagree 10% employees, strongly disagree 8.3% employees.

It is inferred that active involvement of individual development by manager, out of 120 respondents Strongly Agree 48.3% employees training program helpful in long run , agree 35% employees training program helpful in long run, neutral 8.3% employees, disagree 4.1% employees, strongly disagree 4.1% employees.

It is inferred that training as a part of organizational strategy wise classification of respondent from that it can be understood that, out of 120 respondents Strongly Agree 40% employees, agree 18.3% employees, neutral 25% employees , disagree 16.6% employees, strongly disagree 0 employees.

It is inferred that show improvement of work life balance, out of 120 respondents Strongly Agree 37.5% employees, agree 54.1% employees, neutral 7.3% employees, disagree 0 .8%employees, strongly disagree 0 employees.



It is inferred that welfare measures of the employees and their families ,out of 120 respondents Strongly Agree 35.8% employees, agree 47.5% employees, neutral 8.3% employees, disagree 8.3% employees, strongly disagree 0 employees.

It is inferred that team work application, out of 120 respondents Strongly Agree 47.5% employees, agree 35.8% employees, neutral 8.3% employees, disagree 4.1% employees, strongly disagree 4.1% employees.

It is inferred that responsibilities worn, out of 120 respondents Strongly Agree 47.5% employees, agree 35.8% employees, neutral 8.3% employees, disagree 4.1% employees, strongly disagree 4.1% employees.

It is inferred that change management on job practice, out of 120 respondents Strongly Agree 26.6% employees, agree 56.6% employees, neutral 12.5% employees, disagree 4.1% employees, strongly disagree 0 employees.

It is inferred that proper induction given, out of 120 respondents Strongly Agree 28.3% employees, agree 35.8% employees, neutral 15% employees, disagree 10% employees, strongly disagree 8.3% employees.

It is inferred that From the above table 4.16 depicts that fair treatment of employees by manager, out of 120 respondents Strongly Agree 50% employees, agree 35% employees, neutral 9.1% employees, disagree 2.5% employees, strongly disagree 3.3% employees.

It is inferred that fitness of organizational policies for promotion, out of 120 respondents Strongly Agree 60% employees, agree 16.6% employees, neutral 8.3% employees, disagree 10% employees, strongly disagree 5% employees.

It is inferred that consistency of the managerial work on appraisal, out of 120 respondents Strongly Agree 45% employees, agree 19.7% employees, neutral 28.3% employees, disagree 5% employees, strongly disagree 2.5% employees.

It is inferred that safety at all work units, out of 120 respondents Strongly Agree 50% employees, agree 37.5% employees, neutral 4.1% employees, disagree 4.1% employees, strongly disagree 4.1% employees.

It is inferred that benefits provided better than other enterprise, out of 120 respondents Strongly Agree 54.7% employees, agree 35% employees, neutral 9.7% employees, disagree 0.83% employees, strongly disagree 0.83% employees.

It is inferred that work challenge, simulation and rewards, out of 120 respondents Strongly Agree 45% employees, agree 23.3% employees, neutral 20.8% employees, disagree 6.6% employees, strongly disagree 4.1% employees.

It is inferred that happiness to continue work with SRF, out of 120 respondents Strongly Agree 56.7% employees, agree 31.7% employees, neutral 6.7% employees, disagree 1.7% employees, strongly disagree 3.3% employees.

It is inferred that people policies creating positive environment, out of 120 respondents Strongly Agree 46.7% employees, agree 25% employees, neutral 15.8% employees, disagree 10% employees, strongly disagree 2.5% employees.

It is inferred that effective leadership on job, out of 120 respondents Strongly Agree 59.7% employees, agree 20% employees, neutral 14.7% employees, disagree 3.3% employees, strongly disagree 3.3% employees.

It is inferred that SRF has good imagine on customers, out of 120 respondents Strongly Agree 68.3% employees, agree 15% employees, neutral 2.5% employees, disagree 2.5% employees, strongly disagree 0.83% employees.

## SUGGESTIONS

The employees are not much confident about fact that their performance can be measured correctly that is because of the lack of transparency from the part off the top management. Hence they should take

enough action so that the subordinates does not have feeling that the wrong person is given merit which will let down their morale and performance.

Employee participation is minimum in the performance management and the training and development effectiveness in the company. Hence I suggest them to make sure enough participation of employee in such decision making through meeting or opinion polls etc..

The company should give achievable goals to the employees.

To improve performance motivation is a factor. Most of the employees have a positive attitude towards learning new things management should utilize this and motivation the employees

The company can concentrate on the counselling service provided to the employees which helps the employees to work without any tension or problems.

The management can also try to know about the strength and weakness of employees of the company.

The company can give the training opportunities to increase strength and remove weakness in the job.

## CONCLUSION

Every organization has its own methods of employee engagement training and development effective methods which are designed to evaluate the fitness of the employees in an organization. It is a two-way street. Encourage your employees to play their part by sharing their feedback, raising concerns and supporting the way you do business.

Employee engagement is a property of the relationship between an organization and its employees. An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests.

An organization with "high" employee engagement might therefore be expected to outperform those with "low" employee engagement, all else being equal.

Hence effectiveness in engagement and involvement system is important not only to ensure that an achieves its objectives but also to make sure that the employees qualify the organization requirements on regular basis it implies a valuable prospect to focus on employment activities and goals to recognize and correct existing problems and to facilitate better future performance

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