

A Study on Organisational Practices that Influence Employee Engagement at New SPP, Erode District, Tamilnadu

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ABSTRACT

The study identified the expectations of employees working in NEW SPP, ERODE. Employees are the assets of the organization. Fulfillment of employees' requirements contributes to organization's growth. The impact of employee expectations on employee satisfaction has been examined to enhance their satisfaction level which paves way for productivity. The study identified several factors and the most important factor is employee participation. The most influencing and least influencing factors of employee expectations were found for the betterment of employees and organization. This study was conducted during the period of February to April. The researcher administrated questionnaire method to collect data and stratified random sampling has been used. The findings of study would help the policy maker in general of textile industry to frame suitable policy regarding retention of employees.

1. Introduction

Employee engagement has emerged as a critical driver of business success in today's competitive marketplace. Further, employee engagement can be a deciding factor in organizational success. Not only does engagement have the potential to significantly affect employee retention, productivity and loyalty, it is also a key link to customer satisfaction, company reputation and overall stakeholder value. Thus, to gain a competitive edge, organizations are turning to HR to set the agenda for employee engagement and commitment. Employee engagement is defined as "the extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment." Research shows that the connection between an employee's job and organizational strategy, including understanding how important the job is to the firm's success, is the most important driver of employee engagement. In fact, employees with the highest levels of commitment perform 20% better and are 87% less likely to leave the organization, which indicates that engagement is linked to organizational performance. Employee engagement is a complex concept, with many issues influencing engagement levels. Consequently, there are many pathways to foster engagement, with no one kit that fits all organizations. While each company may define employee engagement differently, ultimately, the key to effective engagement will be rooted in the flexibility of approach most appropriate for each individual firm.

The Indian Textile Industry counts among the leading textile industries in the world. Apart from providing the basic necessities of life, its role in the country's economic growth is significant. India's textile industry contributes about 14 per cent to industrial production; 4 per cent to the country's gross domestic product (GDP); 17 per cent to its export earnings; and is a source of direct employment for over 35 million people, which makes it the second largest provider of employment after agriculture. Abundant raw materials, healthy foreign direct

investments and a government willing to invest ensures a bright future for India's textile sector.

2. Review of literature

Artody Wiseto, Aida Vitayala Hubeis and Dadang Sukandar(2016) aimed to analyze the correlation between employee engagement and the performance of PT Bank Mandiri (Persero) Tbk . There are many factors that can be create a sense of belonging is specifically individual, managers, and executives. This study used multiple linear regression to process and analyze data. Data can be obtained from 68 permanent employees in retail risk group of PT Bank Mandiri (Persero) Tbk. Based on the result, factors individual, managers, and executives significantly affect the performance of PT Bank Mandiri (Persero) Tbk.

3. Scope of the study

The scope of the study is restricted only to the employees working in New SPP, Erode.

4. Objectives of the study

Primary Objective

- To study the organizational practices that influence the employee engagement in the organization at New SPP, Erode.

Secondary Objectives

- To analyse the significance of relationship among the engagement practice followed
- To analyse the relationship between various factors influencing employee engagement
- To study the employee engagement practices prevailing in textile companies
- Prioritizing the various factors that need to be worked upon depending on the employee's work engagement

- To provide practical recommendations to overcome the low employee engagement

5. Limitations of the study

- The scope of study is restricted only to the employees working in New SPP Silk Centre, Erode. Therefore, this finding cannot be applied to other companies.
- The study considers only limited variables. In future, more number of variables can be included.
- The total sample size is 180. Even though the researcher made several efforts to collect data from the respondents, the response of survey was poor.
- This study was conducted in New SPP silk centre. If the same study has been conducted in some other environment of different employee culture, the result might be different.

6. Research Design

Research design stands for advanced planning of methods to be adopted for collecting the relevant data and the techniques to be used in their analysis keeping in view the objective of the research.

7. Framework Analysis

SPSS version 20 is used to analyze the valid responses. A comprehensive data file has been created with variables. The collected data was then edited and consolidated by using simple statistical tools and is presented in the form of tables and figures. For the analysis of data, the simple statistical tools are employed. The statistical tools employed are

- Percentage analysis
- T- test

3. One-way Anova

8. Analysis and Interpretation

Year of experience interpretation

Year of Experience	Freq	%	Valid %	Cumulative %
less than 3 years	32	17.8	17.8	17.8
3 - 5 years	59	32.8	32.8	50.6
5 - 10 years	62	34.4	34.4	85
more than 10 years	27	15	15	100
Total	180	100	100	

Out of 180 respondents, Table.1 shows that 17.8% of the employees work less than 3 years, 31.1% of the employees work from 3 – 5 years, 37.8% of the employees work from 5 – 10 years, 13.3% of the employees work more than 10 years. So majority of the employees work from 5 – 10 years.

Gender

H_0 – There is no significant difference between Gender and Work engagement

H_1 – There is significant difference between Gender and Work engagement

Table.2

T-Test gender and work engagement of the respondent

GROUP STATISTICS					
	gender of the respondent	N	Mean	SD	Std. Error Mean
Work engagement	Male	94	3.5569	.315	.032
	Female	86	3.4316	.36	.039

Table.3

Levene's T-Test gender and work engagement of the respondent

Work engagement	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	2.392	0.124	2.457	178	0.015	0.1254	0.051	0.0247	0.226
Equal variances not assumed			2.441	168.13	0.016	0.1254	0.0514	0.024	0.2267

Interpretation

Levene's Test for Equality of variances (Homogeneity) result shows that significant value that is 0.124 which means both the groups are homogeneous group so t-test for equal variance not assumed considered.

Based on the result generated by SPSS, there is significant difference between Gender and Work engagement. P value (2- tailed) is 0.015 and 0.016 this value is less than 0.05. Therefore, H_1 is accepted

Gender influences the employees work engagement. The perception towards work engagement differ among Male and female employees

Designation

Hypothesis: Designation with work engagement

H_0 : There is no significant difference between the Designation and work engagement.

H_1 : There is a significant difference between the Designation and work engagement

Table.4

ANOVA – Designation and work engagement of the respondents

	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	.950	3	.317	2.712	.047
Within Groups	20.554	176	.117		
Total	21.504	179			

Interpretation

The Table.4 shows the One-way Anova between the Education and work engagement. From the table it is inferred that the p-value (0.047) is lesser than the significance level. It states that there is significance difference between the Designation and work engagement. Therefore, **H¹ is accepted.**

TABLE. 5
TUKEY HSD TEST - DESIGNATION AND WORK ENGAGEMENT OF THE RESPONDENTS
MULTIPLE COMPARISONS

(I) Monthly Income	(J) Monthly Income	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
less than 5000	5001 – 10000	.09016	.10103	.899	-.1883	.3686
	10001 – 15000	-.04147	.10373	.995	-.3274	.2445
	15001 – 20000	.00840	.10299	1.000	-.2755	.2923
	above 20000	.29272	.13370	.189	-.0758	.6612
5001 – 10000	less than 5000	-.09016	.10103	.899	-.3686	.1883
	10001 – 15000	-.13163	.06685	.286	-.3159	.0526
	15001 – 20000	-.08175	.06569	.725	-.2628	.0993
	above 20000	.20256	.10762	.331	-.0941	.4992
10001 – 15000	less than 5000	.04147	.10373	.995	-.2445	.3274
	5001 – 10000	.13163	.06685	.286	-.0526	.3159
	15001 – 20000	.04987	.06977	.953	-.1424	.2422
	above 20000	.33419	.11016	.023	.0305	.6378
15001 – 20000	less than 5000	-.00840	.10299	1.000	-.2923	.2755
	5001 – 10000	.08175	.06569	.725	-.0993	.2628
	10001 – 15000	-.04987	.06977	.953	-.2422	.1424
	above 20000	.28431	.10946	.075	-.0174	.5860
above 20000	less than 5000	-.29272	.13370	.189	-.6612	.0758
	5001 – 10000	-.20256	.10762	.331	-.4992	.0941
	10001 – 15000	-.33419	.11016	.023	-.6378	-.0305
	15001 – 20000	-.28431	.10946	.075	-.5860	.0174

*. The mean difference is significant at the 0.05 level.

Interpretation

The above result of one-way anova shows that there is a significant difference between Monthly Income and Work engagement. The multiple comparisons show which groups are differed from each other. The Tukey post hoc test is used to conduct post hoc tests on a one-way ANOVA. The table shows that there is a statistically significant difference between Salary 15001-20000 and above 20000 ($p=0.023$).

9. Findings

- It is concluded from the analysis that (37.8%) of the respondents have 5 - 10 years of work experience.
- It is concluded from the analysis that male employees (0.018) contribute more to the work engagement than female employees. Gender has positive significant towards work engagement.
- It is concluded from the analysis that the p-value (0.047) of designation is lesser than 0.05. Therefore, there is significant relationship between the Designation and work engagement. (i.e.) Designation have positive contribution towards work engagement.

10. Suggestions

- Management can improve employees' engagement towards the organization by enhancing the career opportunities, leadership to employees.
- Fair treatment of employees by their superiors improves employee's engagement in the organization.
- Keeping individuals in the same department, same role for a long period will make them feel stagnated and bored. Therefore, job rotation among different departments and teams should be considered.
- The organization should introduce welfare facilities like provident fund, Employee state insurance (ESI), gratuity, etc., so that employees will be more engaged towards their job than before.

11. Conclusion

The research was conducted with the objectives to find the most influencing factors of the employee engagement of New SPP employees, and to provide practical recommendations to overcome the high employee turnover, in the light of the finding

of this study. The research was successful in achieving its objectives, as this study indicated the current level of engagement of the organization and the empirical data collected clearly indicated the factors influencing their

employee engagement. Also, based on these findings, practical recommendations can be provided to overcome the high turnover of employees, through effective employee engagement practices.

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