

A Case analysis of Employee Engagement in Sakthi Dairy in Pollachi, Tamil Nadu

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Abstract: *The employee engagement now a day's play a crucial role in promoting the prod to chars as well as the profit of any company. But due to many reasons the employees are not engaged fully and the provision provided to them is also very poor. In this context, this study makes an attempt to analyze the employee engagement in Sakthi dairy, Pollachi in Tamilnadu a popular organization in South India. The main objective of this paper is to know about the level of employee engagement by studying their involvement and commitment level in the organization, and their relationship with co – workers and their interests towards the job, Hypothetically this paper intends to explore whether age and work experience have any significant influence on employees engagement or not.*

Keyword: *level of employee; engagement, Sakthi dairy.*

I. Introduction

Most organizations today realize that a 'satisfied employee' is not necessarily the best employee in terms of loyalty and productivity. It is only an 'engaged employee' who is intellectually and emotionally bound with the organization, feels passionately about its goals and is committed towards its values. Any management which focuses on improving results within tight budgets, increasing the number of retirement of eligible employees, and an increasing struggle to find and attract talent, developing work environment that attract that talent and engaging it once it is in place etc are vital to the continues success of agency missions. It is accepted now that the days of keeping employees from cradle to grave are well and truly over. It is also acknowledged that the employees' decision to leave a workplace is often outside the employer's control. This situation, however, only serves to increase the need for employers to work harder at employee engagement. Moreover, in times of diminishing loyalty, employee engagement is a powerful retention strategy. The fact that, it has a strong impact on bottom line adds to its significance. Profile of the Organization: The Sakthi Group Started in 1921 by Shri.P.Nachimuthu Gounder, the Sakthi group today is one of the foremost Industrial houses in India. As one of the foremost growing business groups, the Rs. 1500 crore conglomerate has diverse interests spanning across sugars, textiles, transport, finance, soft drinks, soya products, synthetic gems manufacturing and food business. A keen participant in social commitments, the Sakthi group has set up many educational and charitable institutions, hospitals and religious centres. It also aids many rural development programmes with hosts of social welfare activities and also by creating employment through its agro based industries. The group is technologically driven with a high thrust on research and development activities. Sakthi dairy the study units was established in 1994 at Pollachi procuring and processing 1,10,000 liters of milk everyday working in Administration Account Engineering Powder plant Production Quality control Process Maintenance Packing Stores and despatch

Many authors have recalled employee engagement in their own notations, Brim (2002) indicates the inverse relationship between engagement and length of service suggests a disconnection between organizations intention to treat their workers and workers feelings towards their jobs. Holbeche and Springett (2003) argued 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. Richman (2006) in this study confirmed that high employee engagement translates into increased discretionary effort, higher productivity and lower turnover at the employee level, as well as increased customer satisfaction and loyalty profitability and share holder value for the organization. Saks (2006) identifies employee engagement as a distinct and unique construct that consists of cognitive, emotional, and behavioral components that are associated with individual role performance, Lawler and Worley (2006) contended that power can mean a relatively low level of influence, as in providing input into decisions made by others or it can mean having final authority and accountability for decisions and their outcomes.

Thus failure to positively engage people in organizations today often stems from poor definition and measurement of employee engagement. Managing engagement cannot be effective without practical, reliable

measurement and reliable, concrete definition. This study presents the employee engagement as per the requirements of the organization in order to improve the employee engagement of the organization.

II. Methodology

The researcher selected Sakthi dairy as a unit for research. The universe of the present study is the employees and executives of Sakthi dairy. The Sakthi dairy consists of 260 employees and executives in eleven departments. A sample of 70 respondents was surveyed by using disproportionate stratified random sample by giving importance to all the departments of the dairy.

III. Results and Discussion

The primary data recalled that out of the total respondents included in this study 30 per cent of them belonged to the age group of 26-30 year, majority (61.4%) of the respondents were married and the remaining 38.6 per cent of the respondents were single. Little less than half of the respondents (47.1%) have completed their under graduate degree, where as 28.6 per cent of the respondents have completed their post graduate and above. More than half of the respondents (58.6%) have their family size as 3 to 5 and of nuclear family setup and majority (65.7%) of the working respondents belonged to rural areas and the remaining 34.3 percent of the respondents hailed from urban area.

Table 1. Distribution of the respondents by their Level of Employee Engagement

| S.No. | Employee Engagement | No of Respondents (n = 70) | Percentage % |
|--------------|---------------------|-------------------------------|-----------------|
| 1 | Low (≤ 109) | 17 | 24 |
| 2 | Moderate (110-119) | 34 | 49 |
| 3 | High (≥ 120) | 19 | 27 |
| Total | | 70 | 100 |

Regarding the level of employee engagement 49 per cent of the respondents have moderate level of employee engagement, 27 per cent of the respondents have high level of employee engagement and 24 Per cent of the respondents have low level employee engagement. So the level of employee engagement adopted in the organization is of moderate level. The Correlation analysis (-0.289) at 0.05 level of significance explained that there is no significant association between age of the respondents and employee engagement and further the same analysis confirms (0.77) at 0.05 level of significance that there is a positive association between employee engagement and experience of the employees.

Karl Pearson Coefficient of correlation between Age, Work Experience and Employee Engagement

| Variables | Correlations value | Level of Significance |
|------------------------------------|--------------------|-----------------------|
| Age and Employee Engagement | -0.289 | $p < 0.05$ |
| Experience and Employee Engagement | 0.779 | $p < 0.01$ |

The level of employee engagement was low for the age group of above 41. In case of designation the operators obtained low level employee engagement. While it was low for the income category of Rs.5001-10,000. The level of employee engagement was high for the age group of 31-35 and most of them were engineers, with high income of more than Rs. 20,000 per month. In all other age groups and employees irrespective of the departments and income the level of engagement was moderate.

IV. Suggestions

Research is a process in which the various stages are involved. Suggestions are one among the stages of research which can be given by researcher with the assistance of findings made by the researcher. The researcher would like to give the following suggestions to the organisation so that the organisation may be working out some strategies in order to the engage the employees in a better way and which leads to higher productivity. The suggestions are:

- The organisation may give rewards to the employees for better work in the name of good performer reward for a particular calendar year.
- The organisation can give more non-statutory benefits to the employees.
- The organisation may initiate steps to create a better relationship among the employees.
- The organisation may help in the career development of employees.
- It is necessary to give frequent feedback to the employees so that they will aware about the level of their performance.
- The organisation may strive to create the “we feeling” among the employees.

- The organisation may introduce stress relief programmes.
- Employees can be made known about the business context in the present scenario by conducting some seminars and workshops.
- Industrial social workers must be appointed to be a bridge between industry and workers so that problems can be solved at care.

V. Conclusions

Thus the study depicts that majority of the employees are positively engaged in Sakthi dairy and the organization may sustain the same in future and the organization may take some more steps to retain the employees within the organization so that higher productivity can be made through which more profit can also be gained, merely saying will be the ultimate aim of each and every organization in the business context.

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