

# A Study on Employee Engagement Effectiveness of Dalmia Cement

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## Abstract

The study is conducted at Dalmia Cement. Employee engagement is said as the enthusiasm that employees sense with regard to their work. It is the degree to which the employees are contented, passionate and dedicated to their work. Random and convenience sampling is used. The sample size is 50. The data was collected using a structured questionnaire. This aims to measure engagement that can be implemented to increase the overall level of employee engagement. It also tells us about the organizational structure of Dalmia Cement and how they are engaged.

**Keywords:** Commitment, Employee, Role

## Introduction

Employee engagement is the emotional commitment the employee has to the organization and its goals.

**David Macleod:** *“This is about how we create the conditions in which employees offer more of their capability and potential”.*

*“The art of getting people to believe what you want them to believe.”* **Jim Whitehurst, CEO of Red Hat**

## About Dalmia Cement

Founded in 1935 and established in 1939 and enjoys a heritage of 70 years of expertise. They are head quartered at New Delhi. It has four cement plants in pre-independence years, two of which are affected by the partition and independence and they have an associate company named as Orissa Cement Limited. It is managed by a professional team and sustained the way to innovation and growth for seven decades.

## Objective

- To study about the company Dalmia Cement
- To study about the employee engagement in Dalmia Cement Company, Trichy

## Sample Size

Sample Size is 50 employees

## Sampling Technique

Convenience and judgmental type of sampling. Probability methods could not be used because it would be practically impossible to define a complete sampling frame.

### Source of Data

**Primary Data:** Personal Interview and Questionnaire survey has been done

**Secondary Data:** Websites, Journals, Magazines

### Review of Literature

Goffman (1959, 1961) was one of the first to use the term “embracement” to describe the investment of self and energy into one’s role. For Goffman, role embracement involved an admitted or expressed attachment to the role and an active engagement or spontaneous involvement in role activity; that is, a visible investment of attention and effort (Goffman, 1961) Behaviors that signify a lack of separation between a person and a role were indicative of role embracement, whereas behaviors that separated a person from a disdained role indicated role distance. To explain the concept, Goffman contrasted a police officer directing rush hour traffic, dancing with his arms and legs and blowing his whistle, as high role embracement.

Lodahl & Kejner (1965) define job involvement as “the degree to which a person’s work performance affects his self-esteem”. They also argue that employees who are highly concerned with their jobs also reveal high involvement in their organizations.

Job - satisfaction is defined as a pleasurable or positive emotional state resulting from the appraisal of one’s job or experience (Locke and Henne, 1986). It is positively related to organizational commitment, job-involvement, organizational citizenship behavior and mental health .It is negatively related to turnover, perceived stress and pro-union voting (Kreitner and Kinicki, 2004) but the relationship of job - satisfaction with performance is weak (Ostroff, 1992)

Engaged employees are committed, motivated, energetic and enthusiastic about problem solving. They are absorbed in their work, put their heart into their jobs, are excited about doing a good job, exert energy in their work and are a source of competitive advantage for their employees. (Katzenbach, 2000) Each individual employee has direct and unilateral control over amount of discretionary effort he or she chose to make available to the organization (Catlette and Hadden, 2001).An engaged employee will consistently outperform and achieve new standards of excellence. (Harter, Schmidt and Hayes, 2002).

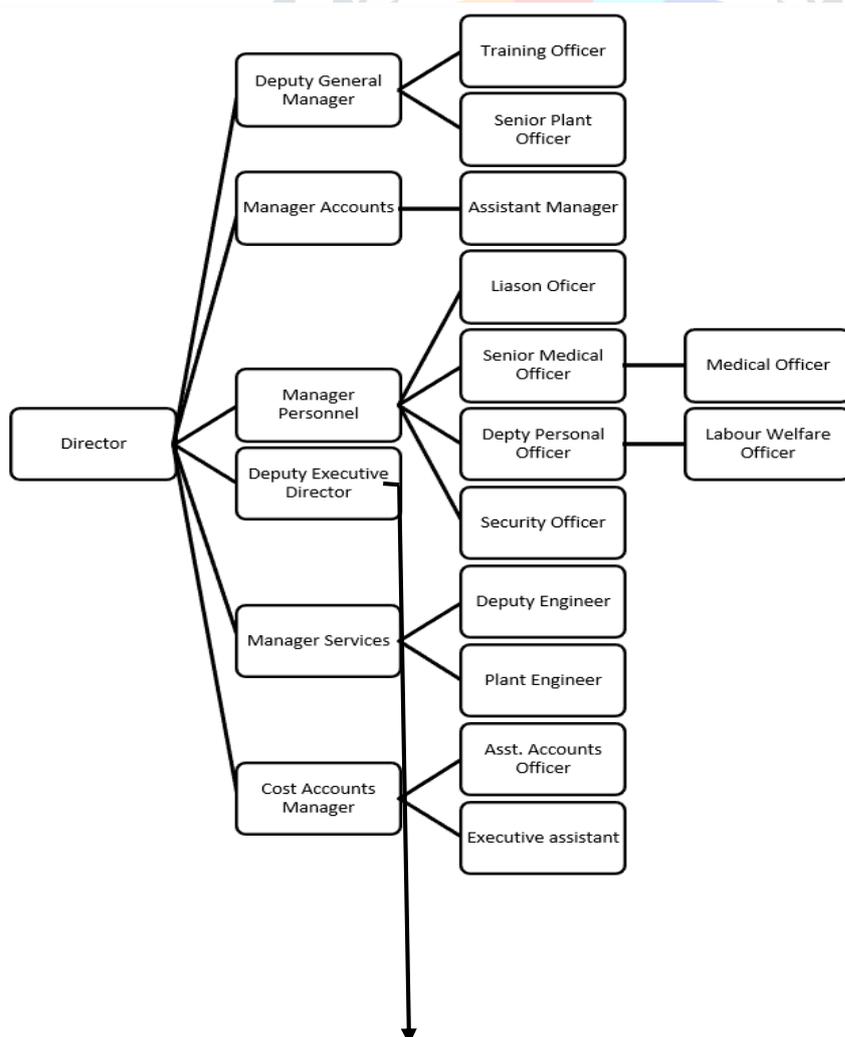
Perceived supervisor support refers to the way employees feel about the help they get from their supervisors. Rhoades and Eisenberger (2001), state that because employees tend to view their supervisor orientation toward them as indicative of the organization support. Therefore perceived supervisor support is likely to be an important predictor of employee engagement (Ram and Prabhakar, 2011). Maslach et.al. (2001) found out that a lack of supervisor Jan. 2016. Vol. 6, No.3 ISSN 2307-227X International Journal of Research In Social Sciences © 2013-2016 IJRSS & K.A.J. All rights reserved www.ijsk.org/ijrss 3 support was an important

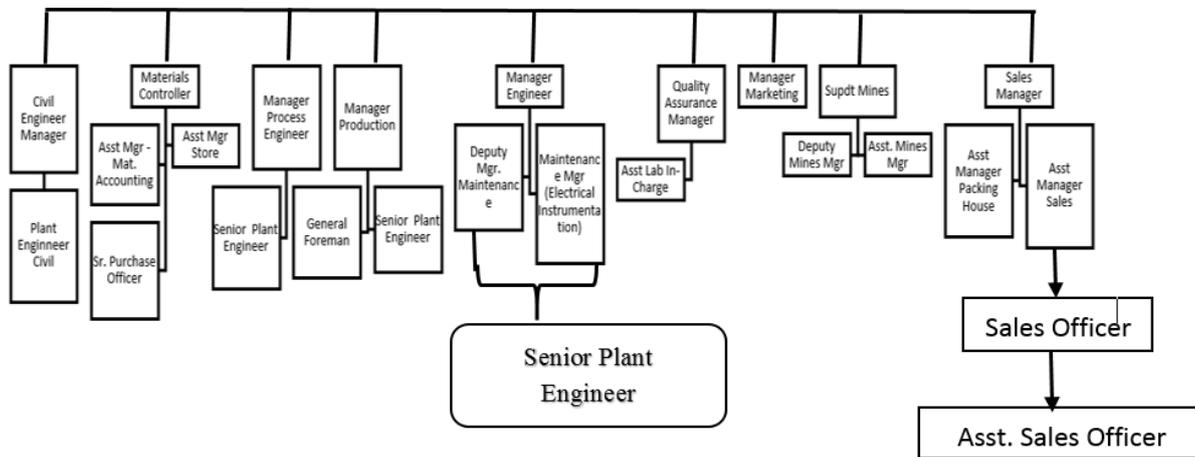
factor linked to burnout. Though studies have shown connection between social support and engagement, study by Saks (2006), did not find a significant connection between perceived supervisor support and employee engagement.

Fernandez (2007) shows the distinction between job satisfaction, the well-known construct in management, and engagement contending that employee satisfaction is not the same as employee engagement and since managers cannot rely on employee satisfaction to help retain the best and the brightest, employee engagement becomes a critical concept. Other researchers take job satisfaction as a part of engagement, but it can merely reflect a superficial, transactional relationship that is only as good as the organization’s last round of perks and bonuses; Engagement is about passion and commitment-the willingness to invest oneself and expand Page | 30 one’s discretionary effort to help the employer succeed, which is beyond simple satisfaction with the employment arrangement or basic loyalty to the employer (BlessingWhite, 2008; Erickson,2005; Macey and Schnieder, 2008). Therefore, the full engagement equation is obtained by aligning maximum job satisfaction and maximum job contribution.

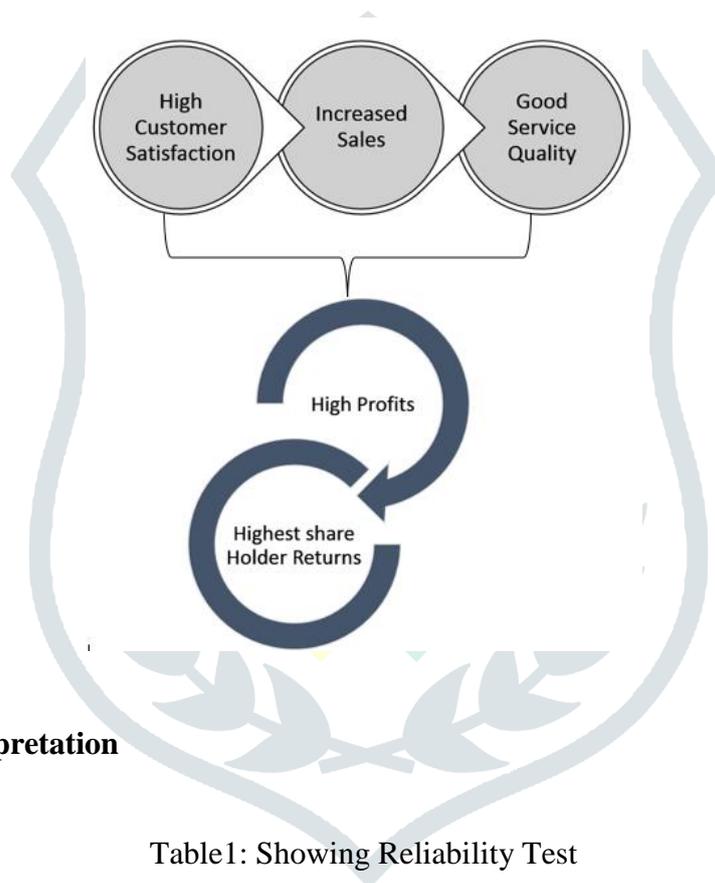
According to Johnson (2011), a negative correlation exists between instances of workplace deviance or counterproductive work behaviors and levels of employee engagement within organizations

**Organizational Structure of Dalmia Cement**





**Engaged Employees – How they will be?**



**Data Analysis and Interpretation**

**Reliability Statistics**

Table1: Showing Reliability Test

Cronbach Alpha	Number of Items
0.826	20

**Inference:** Reliability Test is done to identify the factors that contribute to employee engagement effectiveness are reliable or not. This is done using Cronbach Alpha Test. The test shows 0.826 which shows that the study is reliable.

**Factor Analysis Interpretation**

Table2: Showing Factor Analysis Interpretation

Question	Component						
	1	2	3	4	5	6	7
Value Importance	0.876662						
Welfares	0.780006						
Better Benefits	0.753042						
Satisfied pay		0.760007					
Organization Standards		0.876664					
Sustenance		0.644312					
Acknowledgement			0.800612				
Pleasure			0.765255				
Tools			0.695216				
Equality			0.672518				
Esteem			0.597686				
Provide Safety				0.898625			
Outstanding Leadership				0.825244			
Empower					0.876952		
Grievance					0.698902		
Accountability					0.352106		
Achievement						0.851922	
Precise Info						0.651232	
Like Prospect							0.791624
Initiative							0.776514

Extraction Method: Principal Component Analysis

Rotation Method: Varimax with Kaiser Normalisation

a. Rotation Converged in 16 Iterations

**Inference:**

The First three factors contribute to Incentives and Benefits 24.691% in turn to increase their loyalty. The second explains about employees getting 14.11% which leads to equal opportunity and advancement in organizations and makes employees enthusiastic. The third allows employee participation and brings 13.42% leadership quality in them. Recognition and reward gives 11.56%. The communication contributes 10.31% which lead to two way communication and honesty and will help in mutual understanding of employees. They

develop values and maintain work life balance. It will eliminate stress and leads to better productivity which is 25.909%

**Descriptive Statistics**

**Ho:** The Mean Level of satisfaction Level of employees towards variable is not equal to 3

**H1:** The Mean Level of satisfaction Level of employees towards variable is equal to 3

Table 3: Descriptive Statistics

One Sample Statistics				
	N	Mean	Std.Deviation	Std.Error Mean
Better Benefits	50	3.7900	0.60609	0.08571
Value Importance	50	4.1000	0.61445	0.08690
Provide Safety	50	4.1400	0.49528	0.07004
Outstanding Leadership	50	4.1800	0.48192	0.06816
Like Prospect	50	4.3245	0.68512	0.09787

**Inference:**

Ho is accepted and hence it is true. The Mean Level of satisfaction Level of employees towards variable is not equal to 3

**Z – Test Results**

Table 4: Showing Z – Test Results

One Sample Test							
	T	Df	Sig (2 Tailed)	Mean Difference	95% Confidence Interval		Test Value
					Lower	Upper	
Better Benefits	9.444	49	0.000	0.90000	0.6278	0.9722	3
Value Importance	12.658	49	0.000	1.10000	0.9254	1.2846	
Provide Safety	16.276	49	0.000	1.14000	0.9992	1.2908	
Outstanding Leadership	17.324	49	0.000	1.18000	1.0530	1.3270	
Like Prospect	12.512	49	0.000	1.22449	1.0278	1.4314	

**Inference:** Through this test it is found that there is a sense of accomplishment and sense of belonging and emotional touch is seen.

## Findings

- The respondents are mostly satisfied with their work and employees belong to age group of 30 – 35. So the employees are experience.
- Employees who are not satisfied feel that they are not paid for their work.
- Most of the respondents' works for more than 15 years and hiring new people, create opportunity and advancement for employees.
- Mostly employees are treated with respect and valued with dignity.
- They feel job security and also have self-satisfaction which is shown in Z test and Reliability Test

## Suggestions

- Grievance should be handled with care
- Employees are unbiased with the factors incentives and benefits in the company
- New recruits should be given training to know the company details, its process and work.
- In house training should be given to the employees to work efficiently
- Employees who feel less zeal have to be sourced and identified and help to relieve from their pressure and make them feel their importance.
- To build good relationship you can have some informal meeting in a leisure place to get more points on their dissatisfaction

## Conclusion

Employee Engagement has become the top concern on the minds of business leaders. Employee engagement is actually the level of enthusiasm and dedication an employee feels toward his or her job. To these engaged employees, it is far more than a pay cheque – it is the eagerness towards their task that makes them passionate in their work, and this passion is often reflected in their individual outcomes. Managers should always have a two way communication so that they get to know about employees better. They also can conduct Orientation Programme to get knowledge. They should also give rewards to employees Try to get employee feedback as much as possible to increase productivity. When they feel job is satisfied they become more loyal and they work for a longer period. They become happy as a result lead to productive employees.

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