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AN EMPIRICAL INVESTIGATION OF EMPLOYEE ENGAGEMENT AT CEMENT INDUSTRY IN BAGALKOT KARNATAKA

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Abstract: Employee Engagement is the level of employee's commitment and participation towards their organization and its values. The organizational success depends on employee's productivity which is accelerated through employee's commitment towards his organization. The purpose of the study is to know the factors affecting on employee engagement and to understand the employee engagement practices in cement industry. For the study 100 employees were selected and structured questioner was distributed. Statistical tools one way Anova was used for the analyses. In the study we observed that among 7 factors the 2 below mentioned factors like equal opportunities and career development, which leads to the high employee engagement. They used Further this exploration will help the cement business about their current work or the circumstances in the association and moreover helps with understanding representatives' attitude towards affiliation and what are their assumptions from the business. These perceptions assume imperative part in the associations and it'll assist with building successful systems set up to make a superior work culture, lessen staff turnover, increment efficiency, construct work and client connections, and effect on organization benefits.

Key words: Employee engagement, employees' performance, career opportunities, promotes open communication, rewards and recognition.

I. INTRODUCTION:

In modern-day dynamic kingdom and affairs of commercial business enterprise environment, workers are facing with quite a few new challenges. In dealing with these challenges and alternate engagement of the personnel at work is an essential trouble and 80% engagement depends upon the relationship with their supervisor and employees. Employee engagement performs a vital key factor to profitable industries and business enterprise, and also the engaged employees are the 'back bone' of every business. Workers are one of a collection type-subordinate absolutely upon

their uncommon capacities, understanding, data, gathering of thought and the objective. Responsibility is in fact basically set up totally regarding the acknowledgment of the relationship of the work force in the organization way of life and characteristics. India is the second one biggest cement industry afterwards Chinese in the globe. It includes the aggregate of sand, concrete and exclusive materials. A lot of cement is applied each year. This combination features as a cement which allows in basis and structures. Cement is constantly increasing because the now day's accommodations assignment and road tasks are increasing extensively. Public firms are spending a lot of money for producing cement. All Indian businesses are increasing their advert restrict and acquiring different cement agencies. With excessive restriction, the fee moreover in cements and the cement industry has a comparable issue. As its capacity is excessive, it conveys good sized rate. As additional gas is used to assemble cement. So, businesses lay out their personal electricity plants. So, significant cement groups produce energy from the wastage and coal.

II. LITERATURE REVIEW

Dr. Pratima Sarangi (2016) in the article "Employee Engagement and Its Impact on Organizational Success – A Study in Manufacturing Company, India" published in the journal of "IOSR Journal of Business and Management". The outcomes of this research show that the 6 C's constraints are essential for employee engagement and where it became reason for the organization's success. And this paper also focused on how individual responds at work. As a result of our observations, we believe that in order to effectively engage employees, the existing level of employee engagement and work-related factors need to be addressed.

M. Rama Kumari, and D. Pradeep Kumar [2017], in the article "The consequences of employee engagement on employee performance of Indian cement industry" published in the "International

Journal of Management and Applied Science' the objective of this paper are to analyses the connection between Gallup



model employees commitment and worker execution and to distinguish the variables effects on employees engagement. Random Judgment sampling method was used for the study. Different tools were utilized to test the information, for example, frequency distribution, reliability test, correlation, and coefficient and factor analysis. Henceforth, Employee Engagement brings a positive attitude in employees towards their organization and furthermore, it relies on the functioning conditions in which an individual or staff work, including however not restricted to such things as actual climate, stress and noise levels, the level of security or risk.

Dr. Sasmita Choudhury & Dr. Manoj Kumar Mohan (2018) in the article “Employee Engagement and Productivity” published in the journal “research review International Journal of Multidisciplinary”. This study tries to understand the inter relationship between employee engagement and the productivity of the manufacturing sector. They chose primary and secondary data, as well as expert judgment with 10 years' experience in the industrial sectors, to conduct their research study. According to the results of a study, productivity plays a big role in industry and the ability to survive in the real world and also employee involvement will enhance productivity, open up a larger talented workforce, foster emotional investment, and increase financial rewards. **K. Madhooha in the article (2019)** “A study on employee engagement with reference to one of the leading cement manufacturing organizations in Andhra Pradesh” published in the “International Journal of Research in Social Sciences”. The objectives are to identify the employee expectations and analyses in one of the Andhra Pradesh cement production companies, the employers provide support to workers in order to increase employee engagement. For this evaluation, the research technique included the use of both primary and secondary data as well as a simple random testing procedure. This study's conclusion says that rewarding employee's efforts with facilities and perks, giving workers the necessary support and guidance will encourage them to participate in decision-making, which will help them to pay attention and become more interested in their job inside the organization and perceiving representative's work by giving advantages, offices. **Biniyam Kebede Desta (2019)** in the article “An Empirical Study on Employee Engagement at National Cement Share Company in Dire Dawa Administration, Ethiopia” published in the journal of “European Journal of Business and Management”. The objectives of this journal to learn the various contributing factors for higher involvement in employee engagement. The survey carried out through number one statistics and easy random approaches have been used to examine the records. The final result of this study is to allowing employee's empowerment is important for worker engagement. It'll enables staff to involve them in choice making procedure and which makes them feel happy, devoted to their work and as tough they are able to gain their organizational goals.

III. PROBLEM AREA:

In recent years, employees' engagement is the main reason for the job which has been recognized as an important factor for measuring their productivity. Engaged employees show credits like faithfulness, trust and obligation to the association. At the point when workers are fulfilled and drawn in with their work, they are more imaginative, creative and that permits organizations to advance decidedly over the long run with changes in economic situations. In this research also saw that larger part of the workers is not engaged and it prompts absence of efficiency, poor work performance expanded turnover. In this regard, there are few studies were carried in employee engagement in Cement industries at Bagalkot district. Hence, conducting a study to know the factors which are affecting on employees under employee engagement in Cement Industry with special reference to Bagalkot Cements and JK cements.

IV. OBJECTIVES OF THE STUDY:

To know the factors affecting on employee engagement in the Cement industry
To understand the employee engagement practices in the organization.

V. RESEARCH METHODOLOGY:

Sources of data: Primary and Secondary sources used for the study. Primary data was collected by framing structured questionnaire. The questioner was distributed to 100 employees working at manufacturing cement industries in Bagalkot district of Karnataka state and also all the 100 respondents filled the questionnaire properly.

Research Type: Descriptive Research

Data Collection:

Primary Data: The data collection from individual respondent by giving a set of questions through which information is collected.

Secondary Data: The information is collected from the various websites through journals, research papers and project reports.

Data Collection Tool: Here questionnaires are used for the study.

Data Analysis Tool: Stastical package for the social sciences (SPSS) will be used for the analysis the study

Statistical tools: One way anova

Sample Plan:

Sample Frame: Cement Industry.

Sample Unit: Bagalkot Cement & Industry ltd and JK Cement Industry, Muddapur employees.

Sample Size:100



VI. SCOPE OF THE STUDY

The purpose of the study is to know the factors affecting on employee engagement and to understand the employee engagement practices in Bagalkot Cement & Industrial Ltd and JK Cement Muddapur. Further this research will help the cement industry about their current work or the circumstances in the organization and moreover helps with understanding

Workers attitude towards organization and what their expectations from the business. These perceptions plays vital role in the organization and it'll helps with building successful measures put in place to create a better working atmosphere, retain employees, increase productivity, build

relationships with clients, and have a positive impact on the company

Hypothesis:

To know the factors affecting on employee engagement in the Cement industry.

H0- There is no significant difference between the mean scores of work experience and factors affecting on employee engagement.

H1- There is a significant difference between the mean scores of work experience and all factors affecting on employee engagement.

| Robust Tests of Equality of Means | | | | | |
|--|-------|------------------------|-----|--------|------|
| | | Statistic ^a | df1 | df2 | Sig. |
| WC | Welch | 1.407 | 3 | 43.930 | .254 |
| EO | Welch | 5.977 | 3 | 45.350 | .002 |
| CD | Welch | 7.032 | 3 | 44.369 | .001 |
| ET | Welch | .098 | 3 | 43.018 | .961 |
| RE | Welch | 1.485 | 3 | 43.781 | .232 |
| POC | Welch | .612 | 3 | 45.973 | .611 |
| EE | Welch | .689 | 3 | 46.307 | .564 |

| Test of Homogeneity of Variances | | | | |
|---|------------------|-----|-----|------|
| | Levene Statistic | df1 | df2 | Sig. |
| WC | 2.376 | 3 | 96 | .075 |
| EO | 1.866 | 3 | 96 | .140 |
| CD | 2.435 | 3 | 96 | .070 |
| ET | .897 | 3 | 96 | .446 |
| RE | 4.168 | 3 | 96 | .008 |



| ANOVA | | | | | | |
|-------|----------------|----------------|----|-------------|-------|------|
| | | Sum of Squares | df | Mean Square | F | Sig. |
| WC | Between Groups | 5.444 | 3 | 1.815 | 2.042 | .113 |
| | Within Groups | 85.303 | 96 | .889 | | |
| | Total | 90.748 | 99 | | | |
| EO | Between Groups | 10.664 | 3 | 3.555 | 8.684 | .000 |
| | Within Groups | 39.296 | 96 | .409 | | |
| | Total | 49.960 | 99 | | | |
| CD | Between Groups | 8.107 | 3 | 2.702 | 8.987 | .000 |
| | Within Groups | 28.866 | 96 | .301 | | |
| | Total | 36.972 | 99 | | | |
| ET | Between Groups | .133 | 3 | .044 | .129 | .943 |
| | Within Groups | 33.055 | 96 | .344 | | |
| | Total | 33.188 | 99 | | | |
| RE | Between Groups | 1.847 | 3 | .616 | 1.880 | .138 |
| | Within Groups | 31.440 | 96 | .327 | | |
| | Total | 33.287 | 99 | | | |
| POC | Between Groups | .836 | 3 | .279 | .616 | .606 |
| | Within Groups | 43.392 | 96 | .452 | | |
| | Total | 44.228 | 99 | | | |
| EE | Between Groups | 1.477 | 3 | .492 | .702 | .553 |
| | Within Groups | 67.273 | 96 | .701 | | |
| | Total | 68.750 | 99 | | | |



Analyses and interpretation:

Test for Homogeneity of Variances has been conducted in order to assess equal variance among groups of work experience and factors affecting on employee engagement. Respondents are divided in five groups according to their experience.

Working conditions:

Significance value for Levene's test of variance is 0.75. The significance value is more than 0.05 which indicated that there is equal variance assumed among the groups of work experience. So, one-way analysis of variance has been computed to explore the work experience and working conditions affecting on employee engagement. The significance value of f test is .113, which is greater than 0.05 ($p > 0.05$) and as a result the null hypothesis is rejected. Hence there is no significant difference between the mean scores of work experience and working conditions.

Equal opportunities:

Significance value for Levene's test of variance is .140. The significance value is more than 0.05, which indicated that there is equal variance assumed among the groups of work experience. So, one-way analysis. Significance value for Levene's test of variance is .140. The significance value is more than 0.05, which indicated that there is equal variance assumed among the groups of work experience. So, one-way analysis of variance has been computed to explore the work experience and equal opportunities affecting on employee engagement. the significance value of f test is .000 and as a result the acceptable is the null hypothesis. Hence, there is significant difference between the mean scores of work experience and equal opportunities.

Career development:

Significance value for Levene's test of variance is .070. The significance value is more than 0.05, which indicated that there is equal variance assumed among the groups of work experience. So, one-way analysis of variance has been computed to explore the work experience and equal opportunities affecting on employee engagement. The significance value of f test is .000 and as a result the null hypothesis is accepted. Hence, there is significant difference between the mean scores of work experience and equal opportunities.

Encouraging the team:

Significance value for Levene's test of variance is .446. The significance value is more than 0.05, which indicated that there is equal variance assumed among the groups of work experience. So, one-way analysis of variance has been computed to explore the work experience and equal opportunities affecting on employee engagement. the significance value of f test is .943 and as a result the null hypothesis is rejected. Hence, there is no significant difference between the mean scores of work experience and encouraging team.

Recognizing and encouraging the employees:

Significance value for Levene's test of variance is .008. The significance value is less than 0.05, which indicated that there is no equal variance assumed among the groups of work experience. So, robust test of equality of means analysis of variance has been computed to explore the work experience and recognizing and encouraging the employees affecting on employee engagement. the significance value is .232 and as a result the null hypothesis is rejected. Hence, there is no significant difference between the mean scores of work experience and encouraging team.

Promote open communication:

Significance value for Levene's test of variance is .935. The significance value is more than 0.05, which indicated that there is equal variance assumed among the groups of work experience. So, one-way analysis of variance has been computed to explore the work experience and promote open communication affecting on employee engagement. the significance value of f test is .606 and as a result the null hypothesis is rejected. Hence, there is no significant difference between the mean scores of work experience and promote open communication.

Employee empowerment:

Significance value for Levene's test of variance is .078. The significance value is more than 0.05, which indicated that there is equal variance assumed among the groups of work experience. So, one-way analysis of variance has been computed to explore the work experience and employee empowerment affecting on employee engagement. the significance value of f test is .553 and as a result the null hypothesis is rejected. Hence, there is no significant difference between the mean scores of work Experience and promote open communication.



| The people who perform well they are recognized in the organization | | | | |
|--|-----------|---------|---------------|--------------------|
| | Frequency | Percent | Valid Percent | Cumulative Percent |
| Disagree | 7 | 7.0 | 7.0 | 7.0 |
| Neutral | 15 | 15.0 | 15.0 | 22.0 |
| Agree | 62 | 62.0 | 62.0 | 84.0 |
| Strongly agree | 16 | 16.0 | 16.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 | |

Analysis:

Among the 100 respondents, 62% respondents agree that the people who perform well they are recognized in the

organization, 16% are strongly agree, 15% are undecided and further 7% respondent are disagree with the above statement.

| Teamwork is encouraged in the organization | | | | |
|---|-----------|---------|---------------|--------------------|
| | Frequency | Percent | Valid Percent | Cumulative Percent |
| Strongly disagree | 2 | 2.0 | 2.0 | 2.0 |
| Disagree | 1 | 1.0 | 1.0 | 3.0 |
| Neutral | 6 | 6.0 | 6.0 | 9.0 |
| Agree | 57 | 57.0 | 57.0 | 66.0 |
| Strongly agree | 34 | 34.0 | 34.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 | |

Analysis:

Among the 100 respondents, 57% of the experts agree that coordinated effort is upheld in the organization, further 34% are strongly agree added the qualification that teamwork is

encouraged in the organization, 6% of them are neutral for the statement, 1% respondent is disagree and further 2% are strongly disagree with the above explanation.

| Rewards and recognition system is implemented in the organization | | | | |
|--|-----------|---------|---------------|--------------------|
| | Frequency | Percent | Valid Percent | Cumulative Percent |
| Strongly disagree | 1 | 1.0 | 1.0 | 1.0 |
| Disagree | 4 | 4.0 | 4.0 | 5.0 |
| Neutral | 18 | 18.0 | 18.0 | 23.0 |
| Agree | 58 | 58.0 | 58.0 | 81.0 |
| Strongly agree | 19 | 19.0 | 19.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 | |



Analysis:

Among the 100 respondents, 58% of the respondents agreed that rewards and recognition system is implemented in the organization, among those surveyed, 19% said strongly

agree, with the assertion, 18% are neutral with their announcement and further 4% of them disagree and 1% are strongly disagree

| I can openly have communication with the higher authorities. | | | | |
|---|-----------|---------|---------------|--------------------|
| | Frequency | Percent | Valid Percent | Cumulative Percent |
| Disagree | 7 | 7.0 | 7.0 | 7.0 |
| Neutral | 14 | 14.0 | 14.0 | 21.0 |
| Agree | 57 | 57.0 | 57.0 | 78.0 |
| Strongly agree | 22 | 22.0 | 22.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 | |

Analysis:

Among the 100 respondents, 57% respondents agree that they can openly have a communication with the higher

authorities in the organization, 22% of them wholeheartedly strongly agree, 14% are Neutral and further 7% respondent are Disagree.

| I'm comfortable at my workplace | | | | |
|--|-----------|---------|---------------|--------------------|
| | Frequency | Percent | Valid Percent | Cumulative Percent |
| Disagree | 11 | 11.0 | 11.0 | 11.0 |
| Neutral | 28 | 28.0 | 28.0 | 39.0 |
| Agree | 37 | 37.0 | 37.0 | 76.0 |
| Strongly agree | 24 | 24.0 | 24.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 | |

Analysis:

Among the 100 respondents, 37% respondents agree that they are comfortable at their workplace, 24% respondents

Strongly agree, 28% respondents neutral and further 11% respondent are disagree.

| I feel a strong sense of belongingness towards my organization | | | | |
|---|-----------|---------|---------------|--------------------|
| | Frequency | Percent | Valid Percent | Cumulative Percent |
| Strongly disagree | 1 | 1.0 | 1.0 | 1.0 |
| Disagree | 12 | 12.0 | 12.0 | 13.0 |
| Neutral | 30 | 30.0 | 30.0 | 43.0 |
| Agree | 39 | 39.0 | 39.0 | 82.0 |
| Strongly agree | 18 | 18.0 | 18.0 | 100.0 |
| Total | 100 | 100.0 | 100.0 | |



Analysis:

Among the 100 respondents, 39% respondents agree that they feel a strong sense of belonging towards their organization, 18% respondents are strongly agree, 30% participants are Neutral with their statement and further 12% people are disagree and also 1% of users strongly disagree with the fact.

VII. FINDINGS

70% of the respondents agree that working in a team inspires them to do their best, 19% of the respondents strongly agree, 9% neutral, 2% respondent is disagrees.

Majority of the respondents agree that there is cooperation between supervisor and colleagues i.e. 64%, 25% of them strongly agree, 6% of the respondents neutral and a further 5% of them respondents disagree.

Among 100 respondents, 57% and 19% are agree and strongly agree that rewards and recognition system is implemented in the organization, 8% of them neutral, and further 5% of them disagree and strongly disagree.

The findings reveal that, they are comfortable at their workplace i.e. 37%, 24% of the respondents strongly agree, 28% neutral and a further 11% the respondents have disagreed.

Majority of the respondents agree and strongly agree that they feel a strong sense of the belongingness towards their organization i.e. 82%, 30% of the respondents neutral and further 13% of the respondents disagree.

59% of the respondents agree that they have flexible working arrangements and it would allow them to be more productive, 21% of the individual's are neutral and 11% of them disagree.

89% of the respondents agree that they believe their potentiality results in productivity, 7% of the respondents neutral and a further 4% of the respondents disagreed.

65% of the respondents agree that they force them self to work for a longer period of the time, 21% are neutral and further, 14% of the respondents are disagree.

VIII. SUGGESTIONS:

Some of the employees are not happy with organizations recognition system. So, the organizations need to give the rewards, incentives, promotion and appreciation for the well performing employees. This makes them to engage more towards their work.

Industry should concentrate on establishing good work environment by giving the workers independence, treating them as family member, by making all necessary arrangements and providing career opportunities. By this they feel satisfied and create more employee engagement in the organization.

The industry should involve the employees more in the decision making process. Where, they feel valued and will

share their better ideas for the development of the organization. So, it will create the belongingness towards the organization, which makes them to involve more in their work.

The organization is following good employee engagement practices but some of the employees feel lack of motivation. In order to improve employee's engagement strong employee engagement practices must be implemented. Such as organising sports events, trips, group lunch, and entertainment programmes which will help the organization to increase the employee engagement level.

IX. CONCLUSION

Employee engagement is an important element for the success of the company. Thus, it reflects the level of enthusiasm and passion a professional has for his/ her work. Engaged employees take pride in their work and they believe that their efforts make an impact. From the study it is observed that monetary, non-monetary benefits, open communication, career growth opportunities and recognition and reward system are the major factors which lead for employee engagement. In cement industry the organizations are doing their best to provide the above facilities. Some of the employees are not satisfied on recognition and reward system and working environment. So the industry has to consider these employees and bring some changes in their strategies. This leads for high employee engagement. This will help the organization to increase the productivity.

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