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**A STUDY ON EMPLOYEE ENGAGEMENT IN  
CHETTINAD CEMENT CORPORATION LIMITED,  
PULIYUR, KARUR**

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**ABSTRACT**

Employee engagement is the important drive in an organization to achieve their premier goal. Engagement is an employees' involvement with deep interest in the organization's principles. In business context, employee engagement is refer to work with colleagues to get effective task performance which leads to productivity of the organization. To understand the levels of employee engagement and its impact is the core objectives of this paper and further to examine the various factors influencing the employee engagement. This research paper suggests the effective ways to improve the productivity by applying the better strategies of employee engagement.

**INTRODUCTION**

**EMPLOYEE ENGAGEMENT**

Employers want employees who will do their best work or 'go the extra mile'. Employees want jobs that are worthwhile and that inspire them. More and more organizations are looking for a win-win solution that meets their needs and those of their employees. What they increasingly say they are looking for is an engaged workforce.

So what is employee engagement? It can be seen as a combination of commitment to the organisation and its values and a willingness to help out colleagues (organizational citizenship). It goes beyond job satisfaction and is not simply motivation. Engagement is something the employee has to offer: it cannot be ‘required’ as part of the employment contract.

The CIPD report creating an engaged workforce considers some of the organisational issues that contribute to - or inhibit - employee engagement in different organisational settings.

## **COMPANY PROFILE**

### **CHETTINAD CEMENT CORPORATION LIMITED**

Chettinad Cement Corporation Limited (CCCL) was launched three decades ago by one of the India’s most illustrious sons Dr.Raja Sir. MuthiahChettiar. The company continues to uphold and illustrates today under the dynamic leadership of Dr.M.A.M.Ramaswamy, Chairman and M.A.M.R.Muthiah, Managing Director. The factory is located at about 60 Km from Trichy on the Trichy - Coimbatore state Highway. Chettinad Cement Corporation Limited was started in the year 1967. Initially the Cement was manufactured in the wet process technology. Due to hike in the fuel prices the company went for expansion in the year 1989 to produce cement with the latest dry process technology.

CCCL has acquired most of its critical equipment’s, from Europe, USA and Japan and utilized foreign technological expertise to installed and commissioned these equipments. The vertical roller mill from Loesche for grinding Lignite, the first of its kind in the country is commissioned for processing the fuel requirement. The company with the installation of OK Mill, the world’s most sophisticated and Hi-Tech cement mill ( a vertical roller mill), the production capacity has quantum leaped and expected to touch a million mark.

CCCL, apart from manufacturing cement, is also into wind energy farms. This includes harnessing power from 66 windmills setup at Poolavadi with various capacities. CCCL has taken elaborate measures for pollution control spending almost 10 crores in this field. Many of the electrostatic precipitators and several filters and bag dust collector in cement mill are installed all over the plant. STP is also working to take care of water pollution. For Occupational Health & Safety, CCCL has institutionalized a Safety Committee working group, promoted the use of Personal Protective Equipment (PPE) in key work areas and subjecting the employees for regular health check-up. Chettinad Cement Corporation Ltd., Puliur Cement Factory has won international Recognition by getting IS/ISO 9001:2000 Quality Management System Certification And IS/ISO 14001:2004 Environmental Management System Certification.

#### **Important Milestones At Puliur Works**

1989	DRY PROCESS KILN OF 1700 TRD COMMISSIONED WITH VERTICAL ROLLER MILL FOR FUEL AND LIMESTONE GRINDING
1990	2.NOS. 5400 KVA CAPACITY WARTSILA DG SETS INSTALLED
1994-96	66.NOS. OF WIND ELECTRIC GENERATOR OF TOTAL CAPACITY 17.3 MW INSTALLED AT POOLAVADI, UDUMALPET TALUK

1995	GOT ISO-9002 CERTIFICATION
1996	STACKER & RECLAIMER FOR LIMESTONE INSTALLED
1996-97	BELT BUCKET ELEVATOR FOR RAW MILL AND KILN FEED INSTALLED
1997	A) IMPACT CRUSHER FOR LIMESTONE CRUSHING AT MINES INSTALLED B) BAG FILTER FOR COAL GRINDING SYSTEM INSTALLED
1998	VERTICAL ROLLER MILL FOR CEMENT GRINDING INSTALLED. ADDITIONAL ESP INSTALLED IN KILN/VRM CIRCUIT
1999	A) CIS/CFG COOLER INSTALLED B) LOW PRESSURE CYCLONE INSTALLED C) LATEST TECHNOLOGY LV- TECH CLASSIFER INSTALLED IN RAW MILL D) KILN CAPACITY INCREASED TO 2800 TPD
2001	A) ROCK BREAKER (TERINATOR) INSTALLED IN MINES B) ISO-14001 IS UNDER IMPLEMENTATION
2001	GREEN FIELD CEMENT PLANT WITH 1.1 MILLIONCAPACITY WAS COMMISSIONED AT KARIKKALI WORKS.

## **SPECIALTY OF PRODUCTS & SERVICE**

1. Ordinary Portland Cement (OPC)
2. Portland Pozzolana Cement (Ppc) - Blended Cement
3. Sulphate Resisting Portland Cement (SRPC)
4. Portland Slag Cement (PSC)

## **TECHNICAL SERVICES**

Chettinad Cement Corporation Limited offers various services to our customers. Some of these include: Selection of proper aggregates materials for concrete mix design we help our customers in identifying which size and type of aggregates are appropriate for a certain concrete work for economical concrete mix design as the use of good material is important in order to reduce the cost of the intended project.

## **CONCRETE MIX DESIGN FOR DIFFERENT APPLICATIONS**

Depending on the structural concrete strength required and condition in which the concrete will be used, we advise the customers on selection of type/class of cement to be used, maximum amount of cement per cubic meter of concrete as well as maximum water cement ratio, the use of admixture to modify the concrete workability etc.

## **GENERAL TECHNICAL INFORMATION ON CEMENT/CONCRETE**

To safeguard the interest of the customers, we always give tips to our customers cement storage facility, handling of cement bags, stacking of cement bags, preparation and treatment of casted concrete, general technical information concerning cement etc.

## RESEARCH METHODOLOGY

### RESEARCH PROBLEM

Employee Engagement is the degree to which an employee is emotionally bonded to his organization and passionate about his work that really matters. Engagement is about motivating employees to do their best. When employees are effectively and positively engaged with their organization they form an emotional connection with the company. Most organizations realize today 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.

### RESEARCH OBJECTIVES

- To know about the profile of the respondents
- To Study the Employee Engagement practices
- To identify the dimensions of employee engagement.
- To offer suggestive measures to enhance employee engagement.

### RESEARCH DESIGN

The main aim of the study is to assess the **employee engagement**. The researcher aims at describing the profile of the employees, job characteristics, recognition, distributive justice, procedural justice, perceived organizational support, perceived supervisor support, job satisfaction, organizational commitment. Hence the research design is descriptive in nature.

### NATURE OF DATA

Both and Primary and secondary data have been collected for the study.

### UNIVERSE

The universe of this study consists of the total number of **482** employees at **Chettinad Cement Corporation Limited, puliyur, Karur**.

### SAMPLE SIZE

The sample size is **200**. The sample size was suggested by the organization and the list of **200** employees was collected from the Human Resources Department.

### SAMPLING METHOD

Due to time and budget constraints, this study used a **random sampling method**. People who were considered as samples were asked to complete the Questionnaire.

### PILOT STUDY

Pilot study is the preliminary step for the formulation of the Questionnaire. The researcher has conducted a pilot study to know the feasibility. The questionnaire was circulated to 5 employees in the organization then the researcher collected the required correct information and some changes were made.

## **METHOD OF DATA COLLECTION**

### **PRIMARY DATA**

Data were collected from the employees of **Chettinad Cement Corporation Limited, puliyur, Karur**. Primary data was collected by the researcher with the help of structured questionnaire from **200** employees.

### **SECONDARY DATA**

The required data for the research were collected from secondary sources, such as the Newspapers, magazines, organization profile and websites.

## **TOOLS FOR DATA ANALYSIS**

The research administered well-structured questionnaire for the purpose of collecting data, the statistical tools are used as follows:

- ❖ PERCENTAGE ANALYSIS
- ❖ CHI – SQUARE
- ❖ KARL PEARSON CORRELATION

Appropriate statistical technologies are used to supplement the analysis and data interpretation. Statistical techniques are applied with the help of SPSS (Statistical Package tool for Social Science) at the appropriate juncture.

## **LIMITATIONS**

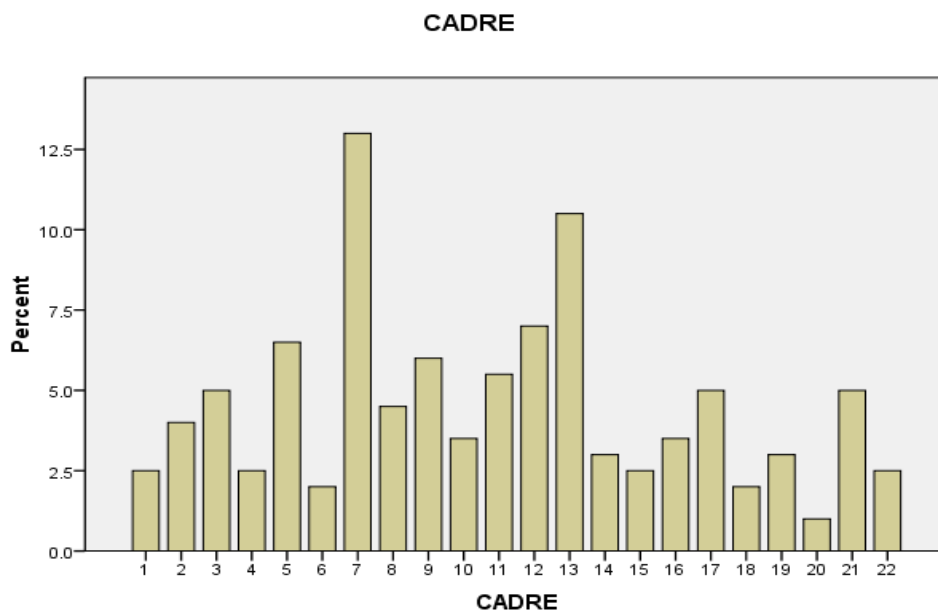
- The study is limited to one organization, thus research should be expand by doing comparison between few organizations in an industries.
- As the survey is conducted at the work place of employees some of the respondents were hesitant to give correct information.
- Due to time constraint, the study was conducted by selecting a sample of **200** respondents and the facts and findings may not represent a true picture of the procedure followed in organization.
- Due to confidentiality of some information accurate response was not revealed by some of the respondents.

The table inferred that 13% respondents are 13% respondents are managers, 10.5% respondents are electrical workman, 7% respondents are H.E operator, 6.5% respondents are SR.manager, 5.5% respondents are diesel mechanic, 5% respondents are ADD.GM , 5% respondents are fitter, another 5% respondents are in account section, 4.5% respondents are electrical assistants, 4% respondents are SR.GM, 3.5% respondents are M.H Attender, another 3.5% respondents are welders, 3% respondents are instrumental mechanic, another 3% respondents are mazador, 2.5% respondents are DGM, another 2.5% respondents are SR.Managers, 2.5% respondents are operators,

2% respondents are blacksmith, 1% respondents are peon working in the organization. Hence, the majority 13% respondents are managers working in the organization.

**TABLE NO 1: CADRE OF RESPONDENTS**

S.NO	Particulars	Frequency	Percent
1	DGM	5	2.5
2	SR.GM	8	4.0
3	ADD.GM	10	5.0
4	SR.AGM	5	2.5
5	SR.MANAGER	13	6.5
6	SR,DY.MGR	4	2.0
7	MANAGER	26	13.0
8	EXEC.ASS	9	4.5
9	MT.OPER	12	6.0
10	MH.ATTENDER	7	3.5
11	DIS.MECHANIC	11	5.5
12	HE.OPERATOR	14	7.0
13	ELE.W.MAN	21	10.5
14	INSTRU.MECH	6	3.0
15	OPERATOR	5	2.5
16	WELDOR	7	3.5
17	FITTER	10	5.0
18	BLACKSMITH	4	2.0
19	MAZADOR	6	3.0
20	PEON	2	1.0
21	ACCOUNTS	10	5.0
22	WATERSUPPLY	5	2.5
Total		200	100.0



**CHART NO 5.4**

## FINDINGS, SUGGESTIONS, CONCLUSION

- 50.5 percentage of respondents belongs to the age group of 41-50 years.
- 56.7 percentage of the respondents are male.
- 94 percentage of the respondents are married.
- 13 percentage respondents are managers working in the organization.
- 35 percentage of the respondents come diploma holders.
- 29 percentage of the respondents have a work experience between 11 to 15 years.
- 38 percentage of the respondents have their monthly income between 11000-15000 .
- 50 percentage of respondents agreed that they have autonomy in their job.
- 59 percentage of respondents agreed that they have level of autonomy in their job.
- 64 percentage of respondents agreed that they have variety in their job.
- 67 percentage of respondents agreed that in general they significant or important in their job.
- 71.5 percentage of respondents agreed that they are significant or important in their.
- 60 percentage of respondents are agreed that their managers and co-workers know how well they performing their job.
- 56.5 percentage of respondents strongly agreed that they have job security is very high in the organization.
- 51.5 percentage of respondents strongly agreed that they have clear promotion policies in the organization.
- 60.5 percentage of respondents agreed that they enjoy more freedom and
- 78 percentage of respondents agreed that they have respect from the people work.
- 61.5 percentage of respondents agreed that they have got praise from their supervisor.
- 53.5 percentage of respondents agreed that there are training and development.

- 68.5 percentage of respondents agreed that their work assignments are more challenging in the organization.
- 68.5 percentage of respondents agreed that they receive the outcomes that the effort they have put into work.
- 68.5 percentage of respondents agreed that the outcomes they received appropriate for the work completed.
- 66.5 percentage of respondents agreed that the outcomes reflect what they contributed to the organization.
- 64 percentage of respondents agreed that the outcomes are justified with their performance.
- 51 percentage of respondents agreed that they can express their views and feelings.
- 59.5 percentage of respondents agreed that they can influence over the outcomes arrived during routine work arrived during routi.
- 63 percentage of respondents agreed that the procedures followed is applied consistently.
- 64.5 percentage of respondents agreed that the procedures are free of
- 70 percentage of respondents agreed that the procedures are on accurate information.
- 61 percentage of respondents agreed that the organization really cares about their well-being.
- 69.5 percentage of respondents agreed that the organization really strongly considers their goals and values.
- 62.5 percentage of respondents agreed that the organization shows little concern for them.
- 64 .5 percentage of respondents agreed that their organization cares about their opinions.
- 72 percentage of respondents agreed that the organization is willing to help them if they need a special favor.
- 69 percentage of respondents agreed that, help is available from their organization when they are in problem.
- 64 percentage of respondents agreed that their supervisor cares about their opionions.
- 72.5 percentage of respondents agreed that the supervisor really cares about their well-being.
- 68.5 percentage of respondents agreed that their supervisor strongly considers their goals and values.
- 65.0 percentage of respondents agreed that the supervisor shows very little concern form them.
- 59. percentage of respondents agreed that they satisfied with their job.
- 56. percentage of respondents disagreed that they do not like their job.
- 53.5. percentage of respondents agreed that they like working there
- 61. percentage of respondents agreed that they would be
- 75.5 percentage of respondents agreed that they working at their organization has a great deal of personal meaning.
- 67 percentage of respondents agreed that they really feel that problems faced by their organization are also their problems.
- 67.5. percentage of respondents agreed that they feel personally attached to their work organisation.



## SUGGESTIONS

- Organization should focus on capturing employee suggestions and ideas, since it engages and improves employee motivation, creating a more productive and satisfying work environment.
- Managers should be able to match people with positions. Engagement comes from undertaking activities that one finds fascinating. An employee who is doing what He/she loves will become more engaged with the company because it gives him/her access to her passion.
- Management should make sure that the employees have everything they need to do their jobs.
- Employees must be given stimulating and worthwhile jobs to feel part of a successful organization
- Organization should Reward and recognize employees in ways that are meaningful to them.
- Profit-sharing programs may be designed by the organisation, since they are in particular, tie in the level of work that the company does with the amount of money that employees receive. Profit-sharing is a more genuine form of spreading the wealth, because it is an acknowledgment of the importance of the employees' work rather than simply a gift.
- Organization should Get to know the employees, especially their goals, their stressors, what excites them and how they each define success, in order to engage them.
- Managers should clearly communicate what's expected of employees, what the company values and vision are, and how the company defines success.

## CONCLUSION

Employee Engagement is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts organizations in many ways. Employee engagement emphasizes the importance of employee communication on the success of a business. An organization should thus recognize employees, more than any other variable, as powerful contributors to a company's competitive position. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action.

Hence the researcher concludes that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavour. Hence the researcher undertook this study entitled "**A Study On Employee Engagement in Chettinad Cement Corporation Limited, Puliur, Karur**". Data has been collected through a well structured questionnaire and appropriate statistical tools were also applied. Based on the findings from the data, suggestions were also given.

To conclude the researcher said that employee engagement in **Chettinad Cement Corporation Limited, Puliur, Karur** is at a satisfactory level which is a appreciable factor in private sector organizations.

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