



A STUDY ON EMPLOYEE ENGAGEMENT AND WORK-LIFE BALANCE IN CEMENT INDUSTRY

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ABSTRACT

There is a developing readiness in today's workplaces that employees don't surrender their lives only on the grounds that they work. Work and life remain the two important paramount areas in the life of every individual. Employee engagement is now playing an essential role in deciding the job performance of employees in any industry. With swelling obligations in the workplace, it is tough for the employees to maintain a fair level of employee engagement. Employee engagement is about having a balance between Professional life and Personal life of an employee. This study brings out how professionals are managing their employee engagement. The sample is 100-200 employees from cement companies. It also discusses factors affecting employee engagement like working hours, workload, stress. And the advantages that come from gaining employee engagement like employee satisfaction, retaining employees, increase in employee productivity, decrease in employee absenteeism, improve in organization results.



KEYWORDS: Employee Engagement, Work-life Balance, Employee Performance, Employee Satisfaction, Employee Retention, Employee Productivity.

INTRODUCTION

Most of the organizations are being successful in this competitive world, because of the employee's contribution to achieve the organizations set goals and objectives. As the employees are the main reason for any organization's development, so it is necessary to focus on employees work life and job life. Nowadays, for every employee arising problem is they are unable to maintain the between their professional and personal life. In order to overcome this problem, the organization has to take some initiatives to improve the work-life balance of its employees. And this research has been conducted to evaluate how far the policies that can maintain the employee work-life balance in cement industry.

Literature Review

The studies of Masterson (2000) and Sluss (2008) discovered that there are two indispensable factors i.e. the relationship with the organization of the employees and the direct supervision are drastically affecting the exchange relationships at their workplace which leads to the employee engagement. There are other studies revealed about the linkage between the employee engagement practices and higher productivity, lower attrition, increased financial returns and ultimately enhances the reputation of the

organization (Saks, (2006); Shuck &Wollard, (2011); Welch, (2011); Gersick et al., (2000); Cropanzano and Mitchell, (2005). Therefore, employee engagement has become high precedence for organisations worldwide and social exchange theory provides the theoretical underpinning to explain why employees become engaged in their work (Cropanzano& Mitchell, 2005).

Research Methodology

The survey was conducted to determine the different policies to improve the employee work-life balance and their suggestions are noted, in cement industry by using the questionnaire and to find out whether they are satisfied or happy with their present working hours.

Data Analysis Tool

MS Excel is used to analyze the data. The technique used is the correlation of the variables in order to establish the relation between the variables appropriately by using SPSS software.

Data Sources

A set of the structured questionnaire is used for data collection. The questionnaire sections and questions are based on the research objective. The questionnaire has two sections.

Section-1 focuses on the demographic profile of the respondent and also questions related to the research. First 3 questions are about the details of organization and the respondent relation with the organization; the next 2 questions are of demographic nature that is respondents age and gender. And the remaining questions are related to the research topic.

Section-2 acquires the information of the policies that are to be involved to maintain the work-life balance. This section consists of 8 policies like flexible working hours, holiday/paid time off, job sharing, health programs, family support programs, paid maternity/paternity leaves, opportunity to join the same job after maternity/paternity leaves, work from home.

Data Analysis

Table -1

Variables	Frequency	Percentage
Age		
20-35	78	70.90
35-40	30	27.72
Above 45	2	1.83
Gender		
Male	54	49
Female	56	51

Table-1 represents the demographic details of the respondents, the male is 49% and female are 51% and 20-35 age group are of 70.90%, 35-40 are of 27.72% and above 45 are of 1.83%.

Table -2

Does the organization take initiatives to manage work-life of employee	Frequency	Percentage
Yes	93	84.54
No	17	15.45

Table-2 represents that the organizations taking initiatives to manage the work-life of their employee and it was yes for 84.54% and no for 15.45%.

Table -3

Gender * Employee engagement Cross tabulation					
Count					
		Employee engagement			Total
		yes	no	11.00	
Gender	Male	52	4	0	56
	Female	49	4	1	54
Total		101	8	1	110

Table -4

Variables	Flexible working hours	Holiday/paid time off	Job sharing	Health program	Family support program	Paid maternity/paternity leaves	Work from Home	Opportunity to join same job after paternity/maternity leave
Strongly Agree	51 (46.36%)	51 (46.36%)	39 (35.45%)	40 (36.36%)	32 (29.09%)	40 (36.36%)	12 (10.90%)	29 (26.36%)
Agree	42 (38.18%)	46 (41.81%)	42 (38.18%)	54 (49.09%)	44 (40%)	42 (38.18%)	28 (25.45%)	45 (40.90%)
Neutral	15 (13.63%)	12 (10.90%)	27 (24.54%)	15 (13.63%)	31 (28.18%)	25 (22.72%)	51 (46.36%)	34 (30.90%)
Disagree	1 (0.9%)	1 (0.90%)	1 (0.90%)	1 (0.90%)	3 (2.72%)	2 (1.81%)	17 (15.45%)	1 (0.90%)
Strongly Disagree	1 (0.9%)	0	1 (0.90%)	0	0	1 (0.90%)	2 (1.81%)	1 (0.90%)

Table-4 shows that which policy is highly wanted by the respondents to be used for their work-life balance.

- Flexible working hours is strongly agreed by 46.36% of the respondents; it was neutral for 38.18% and strongly disagreed by 0.9%.
- Holiday/paid time off is strongly agreed by 46.36% of the respondents; it was neutral for 10.90% and strongly disagreed by 0.
- Job sharing is strongly agreed by 35.45% of the respondents; it was neutral for 24.54% and strongly disagreed by 0.90%.
- Health program is strongly agreed by 36.36% of the respondents; it was neutral for 13.63% and strongly disagreed by 0.
- Family support programs is agreed by 29.09% of the respondents; it was neutral for 28.18% and strongly disagreed by 0.
- Paid paternity/maternity leaves is strongly agreed by 36.36% of the respondents; it was neutral for 22.72% and strongly disagreed by 0.90%.
- Work from home is strongly agreed by 10.90% of the respondents; it was neutral for 46.36% and strongly disagreed by 1.81%.
- Opportunity to join the same job after maternity/paternity leave is strongly agreed by 26.36%, it was neutral for 30.90% and strongly disagreed by 0.90%.

		Employee engagement	Flexible working hours
Employee engagement	Pearson Correlation	1	.003
	Sig. (2-tailed)		.972
	N	110	110
Flexible working hours	Pearson Correlation	.003	1
	Sig. (2-tailed)	.972	
	N	110	110

The Correlation between flexible working hours and employee engagement is $r = 0.003$. Hence the first null hypothesis H1 is also accepted. This coefficient shows that there is very weak and positive relationship between the flexible working hours and employee engagement. So, there is insignificant relationship between the flexible working hours and employee engagement and it is concluded that as flexible working hours have very weak relation, so it has no impact on the employee engagement in cement industry. However, cement companies can increase the level of employee engagement by increasing flexible working hours.

		Employee engagement	Holiday/paid time off
Employee engagement	Pearson Correlation	1	-.035
	Sig. (2-tailed)		.713
	N	110	110
Holiday/paid time off	Pearson Correlation	-.035	1
	Sig. (2-tailed)	.713	
	N	110	110

The Correlation between flexible working hours and employee engagement is $r = -.035$. Hence the second null hypothesis H2 is also accepted. This coefficient shows that there is very weak and negative relationship between the holiday/paid time off and employee engagement. So, there is insignificant relationship between the holiday/paid time off and employee engagement and it is concluded that as holiday/paid time off have negative relation with the employee engagement in cement industry. However, cement companies can increase the level of employee engagement by reducing holiday/paid time off.

		Work life balance	Job sharing
Work life balance	Pearson Correlation	1	-.044
	Sig. (2-tailed)		.646
	N	110	110
Job sharing	Pearson Correlation	-.044	1
	Sig. (2-tailed)	.646	
	N	110	110

The Correlation between the job sharing and employee engagement is $r = -0.44$. Hence the third null hypothesis H3 is also accepted. This coefficient shows that there is very weak and negative relationship between job sharing and employee engagement. So, there is insignificant relationship between the job sharing and employee engagement and it is concluded that as job sharing have negative relation with the employee engagement in cement industry. However, cement companies can increase the level of employee engagement by instead of job-sharing reducing workload.

		Employee engagement	Health programs
Employee engagement	Pearson Correlation	1	-.039
	Sig. (2-tailed)		.686
	N	110	110
Health programs	Pearson Correlation	-.039	1
	Sig. (2-tailed)	.686	
	N	110	110

The Correlation between the health programs and employee engagement is $r = -0.39$ Hence the fourth null hypothesis H4 is also accepted. This coefficient shows that there is very weak and negative relationship between the health programs and employee engagement. So, there is insignificant relationship between the health programs and employee engagement and it is concluded that as health programs have negative relation with the employee engagement in cement industry. However, cement companies can increase the level of employee engagement by instead of investing in health programs by decreasing work stress and organizing refreshment activities.

		Employee engagement	Family support programs
Employee engagement	Pearson Correlation	1	-.040
	Sig. (2-tailed)		.678
	N	110	110
Family support programs	Pearson Correlation	-.040	1
	Sig. (2-tailed)	.678	
	N	110	110

The Correlation between the family support programs and employee engagement is $r = -0.40$ Hence the fifth null hypothesis H5 is also accepted. This coefficient shows that there is very weak and negative relationship between the family support programs and employee engagement. So, there is insignificant relationship between the family support programs and employee engagement and it is concluded that as family support programs have negative relation with the employee engagement in cement industry. However, cement companies can increase the level of employee engagement by instead of investing in family support programs by providing loans to the employees related to their family.

		Employee engagement	Paid paternity/maternity leaves
Work life balance	Pearson Correlation	1	-.079
	Sig. (2-tailed)		.412
	N	110	110
Paid paternity/ maternity leaves	Pearson Correlation	-.079	1
	Sig. (2-tailed)	.412	
	N	110	110

The Correlation between the paid paternity/maternity leaves and employee engagement is $r = -0.79$ Hence the sixth null hypothesis H6 is also accepted. This coefficient shows that there is very strong and negative relationship between the paid paternity/maternity leaves and employee engagement. So, there is insignificant relationship between the paid paternity/maternity leaves and employee engagement and it is

concluded that as paid paternity/maternity leaves have negative relation with the employee engagement in cement industry. However, cement companies can increase the level of employee engagement by instead of allowing paid paternity/maternity leaves better to transfer that particular amount to their provident fund account.

Table 11: Correlations

		Employee engagement	Work from home
Employee engagement	Pearson Correlation	1	.031
	Sig. (2-tailed)		.746
	N	110	110
Work from home	Pearson Correlation	.031	1
	Sig. (2-tailed)	.746	
	N	110	110

The Correlation between the work from home and employee engagement is $r = 0.31$. Hence the seventh null hypothesis H7 is also accepted. This coefficient shows that there is very weak and positive relationship between the work from home and employee engagement. So, there is insignificant relationship between the work from home and employee engagement and it is concluded that as work from home have very weak relation so it has no impact on the employee engagement in cement industry. However, cement companies can increase the level of employee engagement by providing more with this facility.

FINDINGS

- By observing the analysis above, it is found that the respondents are accepting the policies that are listed, but they are expecting team building activities, engagement activities, refreshment activities etc.
- The correlation analysis shows that there is prior importance to the work from the home facility and flexible working facility.
- It is observed that every employee is well known about the work-life management policy exists for the sake of employees and most of them are satisfied with the present work-life management life policy of their company.
- Every company is taking care of their employee’s opinions ideas, and their demands. There is also a good relationship between the employees and their respective organizations that leads to the success of organization and improve the career prospects of employees in their organization.
- There is no impact on the gender difference in their opinion on the current policy of work-life management of the company.

LIMITATIONS

1. The study is involved with few employees, so it cannot be globally applicable. The study focused on a few policies meant for the employees.

CONCLUSION

The study on employee engagement shows a positive relationship between the factor work from home and employee engagement, also a positive relationship between the factor flexible working hours and employee engagement. However, the negative relationship can be bridged by effective strategies by the management. If employees are not satisfied with their jobs, there is a possibility of losing potential employees. Implementation of sound policies for the cement companies boosts the employee in balancing life and work.

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