

## Overall satisfaction and employee engagement level- A study of Mahavir Spinning Mills

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### Abstract

In the present study an attempt has been made to investigate the level of overall satisfaction and employee engagement among workers employed in Mahavir Spinning Mills, Baddi, Himachal Pradesh. The samples of 39 workers were drawn using purposive sampling procedure. For descriptive statistics mean, standard deviation (S.D.), and z score is used. Result revealed that workers of MSM are highly engaged in their work. It has been found that the employee of MSM is highly satisfied with the team work, supervisor, quality of life, communication and the involvement of decision making.

**Keywords:** Satisfaction, Employee engagement and Involvement

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### Introduction

In the last few decades, Employee Engagement has become a concept that has captured the attention of HR practitioners around the globe. All modern companies are putting a constant effort to increase their performance in order to place their company ahead of the competitors. At some point, satisfied employees, content with their work experience, was a good formula for success, as a satisfied employee, who wanted to stay with a company, contributed to the workforce stability and productivity. Modern organizations expect their employees to be full of enthusiasm, excitement and show initiative at work, they want them to take responsibility for their own development, strive for high quality and performance, be energetic and dedicated to what they do – in other words companies want their employees be engaged. Most of the organizations have come to realize that in today's constantly changing business scenario, the most valuable resource that needs to be leveraged is Human Resource. This mean not just attracting the most talented and qualified people and retaining them but keeping

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them motivated and committed and most importantly 'Engaged' to achieving the organization goals. An engaged workforce produces better business results and more importantly an employee is the ambassador of the organization. This engagement is achieved when people consider that their organization respects their work, their work contributes to the organizational goals and more importantly their personal aspirations of growth, rewards and pay are met.

Everyone from executive, retention agents to HR need to get a handle on employee satisfaction and engagement— how organization satisfied and engaged their workforce. Main aspects of Human Resource Management are the measurement of employee satisfaction and engagement. Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, and quality. In today's setup where there is no dearth of competitors in the market, it is essential that employees work with commitment and sincerity. Employee satisfaction is a state where individuals are not only happy with their current profiles but also look forward towards a long term association with the organization. Management and employees have an vital role to play in ensuring a constructive ambience at the workplace and ultimately job satisfaction. Satisfied employees willingly work towards the fulfilment of organization's goals and objectives, ultimately assuring profits and higher revenues. Dis-satisfied employees often criticize their organization which has a serious impression on the image of the particular brand. Employees who are satisfied and engaged with their jobs stick around for a long time, benefitting the organization with their expertise and experience.

## **Review of Literature**

Schaufeli and Bakker (2004) concluded in his paper that those employees who are engaged are likely to have a higher level attachment to their organization and a lower level of tendency to leave. Towers (2006) conducted a survey of 664,000 employees across various countries in 2006. The findings revealed that a higher level of employee engagement actually translated in improved financial outcomes of the organizations in terms of operating income, net income and earnings per share. Truss et al (2006) noted that engaged employees are less likely to leave their organization and the workers who feel they are well suited to their roles are more engaged than their peers. Medlin and Green (2008) results indicated that organizations that feature formal, structured goal-setting processes leads to higher levels of

employee engagement and higher levels of employee engagement lead to increased employee performance.

Parvin and Kabir (2011) evaluated job satisfaction of employees in different pharmaceutical companies. The overall job satisfaction of the employees in pharmaceutical sector is at the positive level. Work conditions, fairness, promotion, and pay, are key factors affecting pharmaceuticals companies employees' job satisfaction. Sageer et al. (2012) research showed that most of the employees give importance to nonfinancial factors, such as communication between employees & management and respectful treatment of all workers.

Sakovska (2012) measured the engagement level of administrative personnel in VUC Aarhus. Results of the study showed that administrative employees within the organization are generally not engaged. The study has been found that there is lower level of engagement among the personnel working in VUC Aarhus. Swarnalatha and Prasanna (2012) determined that employee engagement is a positive attitude held by the employees towards the organization. Engaged employees can help the organization to achieve its mission, execute its strategy and generate important business results. Mehta and Mehta (2013) concluded that high levels of employee engagement may lead to improve the employee commitment and involvement towards their respective jobs and creating a motivated workforce, that will work together to achieve the common goals of the organization.

Singh and Jain (2013) found the various variables responsible for employee satisfaction and various ways by which one can maximize employee satisfaction. They revealed that a good work environment and good work conditions can increase employee job satisfaction. Sinha (2013) found that the overall employees working in KRIBHCO, Surat were satisfied with their organization. Jain and Kaur (2014) studied the work environment & work culture in the Dominos pizza, Jaipur city. Work environment, duties and responsibilities, refreshment & recreation facility, grievance handling procedure, fun at workplace, health & safety facility increase the degree of job satisfaction. Result indicated that workload, stress, overtime, fatigue, boredom are some factors that increase job dissatisfaction.

### **Objectives of Research**

To investigate the employee engagement level of workers in Mahavir Spinning Mill.

To examine the overall satisfaction level of workers in Mahavir Spinning Mill.

### Research methodology

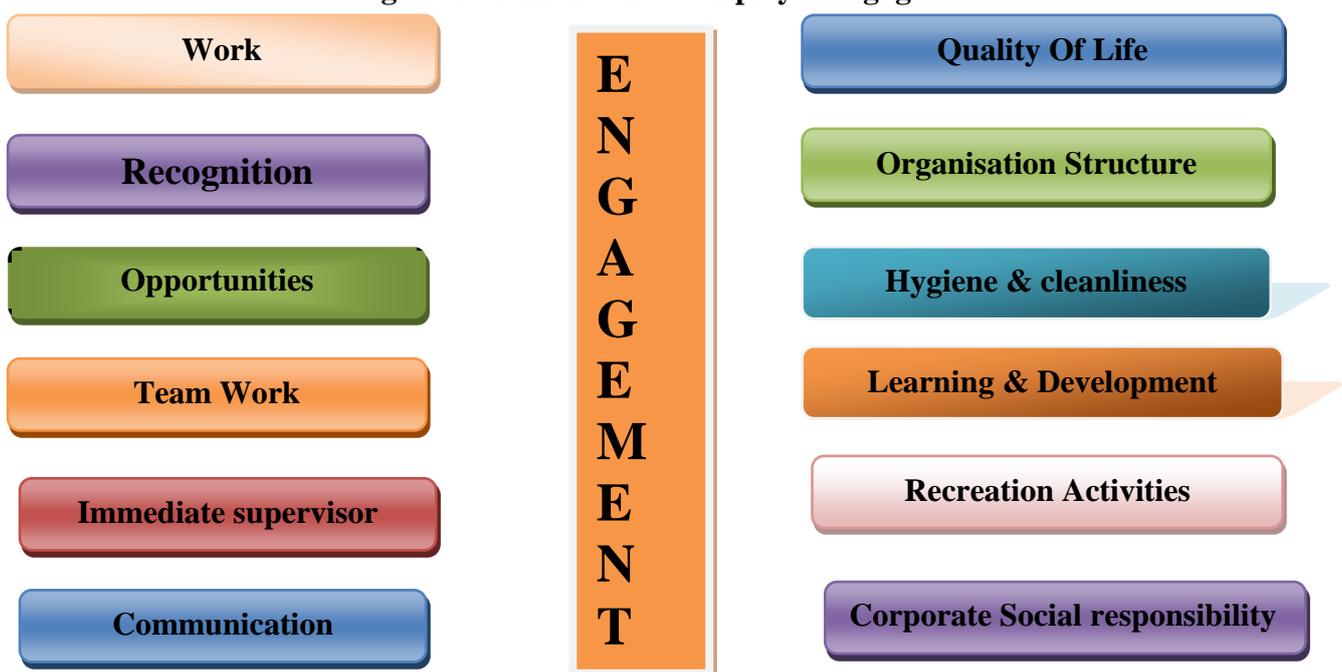
The present investigation has been designed to study the overall satisfaction and employee engagement level among workers working in Mahavir Spinning Mills of Baddi. For the present study descriptive method is used. All workers of Mahavir Spinning Mills are constituted the population of the study for the present investigation. The sample was drawn from Mahavir Spinning Mills, Baddi. The sample size is 39 and these were drawn using purposive sampling procedure. An individual worker was the sample unit.

For the present investigation the data has been collected in two ways i.e. primary data and secondary data. Primary data is collected through questionnaire. Secondary data is collected from various research journals, articles, books and with the help of internet. The Questionnaire involved both engagement and satisfaction questions. For descriptive statistics mean, standard deviation (S.D.), and z score is used. The same is presented with the help of appropriate statistical table and figure.

### Result and Interpretation

This section deals with descriptive analysis of overall satisfaction and employee engagement as perceived by the Mahavir Spinning Mills, Baddi, Himachal Pradesh. The dimensions of organizational climate shown in figure were analyzed and presented in the subsequent texts. Statistical tolls such as mean, standard deviation and z test were estimated on the collected data from the workers of the Mahavir Spinning Mills.

**Figure 1 Dimensions of employee engagement**



**Table 1 Descriptive statistics and z values of employee engagement dimensions**

Sr. No		Observed Mean	Standard Mean	Standard Deviation	Standard Error	Z Value
1.	Work	8.888	6	1.050	0.175	16.50
2.	Recognition	7.472	6	0.980	0.163	9.030
3.	Opportunities	11.833	9	1.870	0.311	9.109
4.	Team Work	8.694	6	1.161	0.193	13.958
5.	Immediate supervisor	12.583	9	1.816	0.302	11.864
6.	Communication	12.333	9	1.630	0.271	12.298
7.	Quality of Life	12.083	9	2.378	0.396	7.785
8.	Organisation Structure	12.111	9	1.665	0.277	11.231
9.	Hygiene and cleanliness	8.333	6	1.078	0.179	13.033
10.	Learning and Development	12.833	9	1.773	0.295	12.933
11.	Recreation Activities	7.805	6	1.666	0.194	9.304
12.	C.S.R.	8.333	6	1.258	0.209	11.162
12.	Working Environment	12.416	9	1.770	0.295	11.579

Note: Z value significant 1.96 at 5% and 2.58 at 1%

### Work

It refers to the expectation of the organization from the employees and how much they competent to handle the job. Table 1 revealed that the observed mean (8.88) is more than the standard mean (6) and by applying the z test, the value of z is (16.50). This is significant at 0.01 levels.

The obtain result reveals that employees working in MSM are highly engaged in their work.

### Recognition

It is key driver of employee engagement. It surprising that recognition is surpasses many other important motivational factors. The people want praise when they do good job and they want to count on making more money, when they do good job. The table revealed that the observed mean (7.47) is higher than the standard mean (6) the z value is (9.30) is significant at 1% level. It has been found that company highly recognize their employee if they do good job.

**Opportunity**

Opportunity plays an important role in employee engagement. It is change for promotion, how much they aware about the promotion, and how the promotion are handled in the company. Above table revealed that standard mean (9) is lower than the observed mean (11.83) the z values is (9.109) which significant the 1%.

The obtain result shown that by the opportunity factor the employees of MSM are highly engaged in their organization.

**Team work**

Team work is that in which people will try to cooperate, using their individual skills and providing constructive feedback and helps other when needed and share the new ideas and information. Table 1 shows that the observed mean (8.69) is higher than the standard mean (6). The z value is (13.95) Is significant at  $p < 0.01\%$  level. It has been found that the employee of MSM is highly satisfied with the team work.

**Immediate Supervisor**

Immediate supervisor is significant for any organization. It shows the relationship of staff and manager. From the above table it is clear that the observed mean (12.58) is higher than the standard mean (9). The z value is (11.86) which is significant at  $p < 0.01\%$  level.

It is clear that employees of MSM are highly satisfied with the supervisor.

**Communication**

IN the Employee engagement the communication meaning how employee feel to offer comment and suggestion to the management and how much the decision are taken on their comments or suggestion. The table reveals that the observed mean (12.33) is higher than the standard mean (9). The z value is (12.29) is significant at 1% level.

From the result it has been found that the employees are satisfied with the communication and the involvement of MSM employees are taken for decision making.

**Quality of life**

As depicted by table 1, the observed mean (12.08) is more than the standard mean (9) and by applying the z test. The value of z is (7.78). This is significant at 0.01 levels. The MSM provide the good facility to their workers. The employees are highly satisfied by it.

**Organization structure**

Organization structure is significant for any organization. The OS is important dimension of employee engagement. Table 1 shows that the people are highly satisfied by the organization structure because the standard mean (9) is lower than the observed mean (12.11). The z value is (11.23) is significant at 1% level.

**Hygiene and cleanliness**

As depicted by table the observed mean (8.33) obtained is higher than the standard mean (6). The z value is (13.03) is significant at  $p < 0.01\%$  level. So the obtain result reveals that the employee are highly satisfied either the cleanliness or hygiene.

**Learning and development**

Learning and development strategy is an organization strategy to develop the employee and explore their possible opportunity in the company and able to keep them abreast to change. Table shows that the observed mean (12.833) is higher than the standard mean (9). The z value is (12.993) is significant at  $p < 0.01\%$  level.

It has been found that the people are highly satisfied with the training and development facilities given by MSM.

**Recreation activities**

It are often done for enjoy met and pleasure. As depicted by table the observed mean (7.80) is more than the standard mean (6) and by applying the z test. The value of z is (11.16) this is significant at 0.01 levels. The employees are highly satisfied by the recreation activities done by the MSM like theme day celebration.

**Corporate social responsibility**

A perusal of the table 1 reveals that observed mean score (8.333) is higher than the standard mean score of (6). Further the departure from expectations was tested by applying z test. The value of z (11.162) is significant .01 level.

**Working environment**

It refers to the qualities and characteristics of the experience of working in the organization. It is an expression of what it is like to work in the organization. A perusal of the table 1 it has

been find that the employees are highly satisfied with the working environment. The observed mean score (12.41) is higher than the standard mean score of (9). Further the departure from expectations was tested by applying z test. The value of z (11.57) is significant .01 level.

## Conclusion and Discussion

Workers of MSM are highly engaged in their work. It has been concluded that company highly recognize their employees and provided various opportunities to the employees that's why they are highly engaged in their organization. The obtained findings of the present study are in conformity with the findings of Schaufeli and Bakker (2004) and Truss et al (2006) who also concluded that employees who are engaged are likely to have a higher level attachment to their organization.

It has been found that the employee of MSM is highly satisfied with the team work, supervisor, quality of life, communication and the involvement for decision making. It has been revealed that the people are highly satisfied with the training and development facilities given by MSM. The revealed results of the present study are in conformity with the results of Singh and Jain (2013), Sinha (2013) and Jain & Kaur (2014).

## Scope for further researches

- The present study was limited to Mahavir Spinning Mills, Baddi only. An attempt may be made to investigate employee engagement and overall satisfaction among other Mills.
- Demographic variables such as age, experience, marital status, qualifications etc. in relation to other variables may also be included to enhance the scope of the study.

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