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A Study on Employee Engagement with Reference to Heritage Ltd

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ABSTRACT:

Employee engagement is crucial for organizational success, particularly in heritage companies where tradition and history intertwine with modern business practices. This study explores the dynamics of employee engagement within a heritage context, focusing on how these organizations foster commitment, motivation, and productivity among their workforce. Through a mixed-methods approach incorporating surveys and interviews, data was collected from employees at Heritage to understand their perceptions of engagement initiatives and organizational culture. Findings reveal the unique challenges and strategies in enhancing employee engagement in heritage settings, emphasizing the role of leadership, communication, and organizational values. The implications of this research highlight actionable insights for HR practitioners and management to cultivate a thriving workplace environment in heritage companies, ensuring sustainability and competitiveness in the modern business landscape.

KEYWORDS: Employee engagement, Commitment, Motivation, Productivity, Organization culture

INTRODUCTION:

Employee engagement called worker engagement is a business management concept. An "engaged employee" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests.

According to Scarlett Surveys, "Employee Engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization which profoundly influences their willingness to learn and perform at work".

Thus, engagement is distinctively different from employee satisfaction, motivation and organizational culture.

Engagement at work was conceptualized by Kahn, (1990) as the 'harnessing of organizational members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.

The second related construct to engagement in organizational behaviour is the notion of flow advanced by Csikszentmihalyi (1975, 1990). Csikszentmihalyi (1975) defines flow as the 'holistic sensation' that, people feel when they act with total involvement. Flow is the state in which there is little distinction between the self and environment. When individuals are in Flow State little conscious control is necessary for their actions.

Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business

Context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Thus, Employee engagement is a barometer that determines the association of a person with the organization.

Engagement is most closely associated with the existing construction of job involvement (Brown 1996) and flow (Csikszentmihalyi, 1990). Job involvement is defined as 'the degree to which the job situation is central to the person and his or her identity (Lawler & Hall, 1970). Kanungo (1982) maintained that job involvement is a 'Cognitive or belief state of psychological identification. Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus, job involvement results form a cognitive judgment about the needs satisfying abilities of the job. Jobs in this view are tied to one's self image

Engagement differs from job in as it is concerned more with the individual employees his/her self during the performance of his / her job. Furthermore, engagement entails the active use of emotions. Finally, engagement may be thought of as an antecedent to job involvement in that individuals who experience deep engagement in their roles should come to identify with their jobs. When Kahn talked about employee engagement, he has given important to all three aspects physically, cognitively and emotionally. Whereas in job satisfaction importance has been more given to cognitive side.

HR practitioners believe that the engagement challenge has a lot to do with how employee feels about the about work experience and how he or she is treated in the organization. It has a lot to do with emotions which are fundamentally related to drive bottom line success in a company. There will always be people who never give their best efforts no matter how hard HR and line managers try to engage them. “But for the most part employees want to commit to companies because doing so satisfies a powerful and abasic need in connect with and contribute to something significant”.

NEED OF THE STUDY

Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. The organization must work to develop the mature engagement, which requires a two-way relationship between employer and employee. Employee engagement is a barometer that determines the association of a person with the organization. An engaged employee is aware of business context and works with colleagues to improve performance within the job for the benefit of the organization. Forum corporation has found that managers usually have the most significant impact on engagement.

SCOPE OF THE STUDY

This project gives the ample scope to know about various aspects of HR especially regarding Employee engagement.

The scope of the project is applicable to all employees working in the organization at the middle management level and also applicable to those who are at the low-level Hierarchy in the organization but the people working on temporary basis will not be considered. The project allows the researchers to learn the various aspects, tools and policies which can be applied for making the employee more engaged with the organization

REVIEW OF LITERATURE

Employee engagement has generated a great deal of attention among many human resource practitioners, business entrepreneurs and academic researchers across the globe (Baldev& Anupama, 2010). It has been defined in different ways by academic researchers and practitioners both. As the concept of employee engagement has grown in popularity, it has undergone significant developments in definition, measurement and conceptualization.

1.Kahn (1990) was the first academic researcher to use term ‘employee engagement’ and define that it is level of commitment and involvement of the employees towards their organization and its value.

2.Zinger (2010) defines that “employee engagement is the art and science of engaging people in authentic and recognized connections to strategy, roles, performance, organization, community, relationship, customers, development, energy and transform the work connections into final results.”

3.Baig (2010) explained further that employee engagement is concerned with the individual contribution under healthy working conditions and it promotes individual development, encourages mutual confidence and understanding between the employer and the employee and among the employees themselves.

4. Bhatla (2011) has connected engagement with a psychological state and stated that it is all about having a psychological commitment towards the assigned task, which is clearly reflected in his/her dedication towards the work.

5.According to **Fox (1974)** ‘Taylorism’ and ‘scientific management’ focused on limited discretion. Such methods of managing employees involved breaking down job into simple component elements, prescribing the way in which tasks were performed, providing close supervision and bureaucratic rules and regulations which served to create a mutually reinforcing cycle of low trust relations

OBJECTIVE OF THE STUDY:

1. To study the factors affecting the Employee engagement.
2. To study the organization culture of HERITAGE FOODS IND LTD.
3. To examine the HR functions at HERITAGE FOODS LTD this triggers up employee engagement.
4. To give suitable suggestions after findings.

SAMPLE PLANNING:

Sample Unit: Employees of HERITAGE FOODS LTD.

Sample Size: 100

Sample procedure: Convenience Sampling

Statistical tool: percentages.

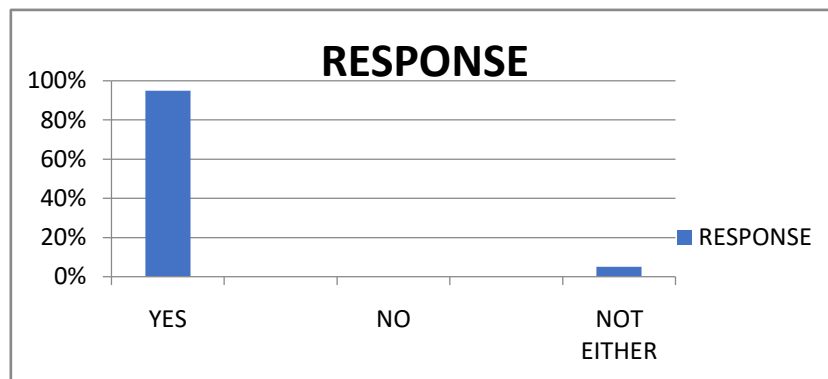
DATA ANALYSIS AND INTERPRETATION

Data analysis has done through bar charts. The responses of employees through the survey were modelled through the bar diagrams using the percentages.

1. Do you feel proud to work for HERITAGE FOODS LTD?

A. Yes B. No C. Not either

| OPINION | RESPONSE |
|------------|----------|
| YES | 95% |
| NO | 0% |
| NOT EITHER | 5% |

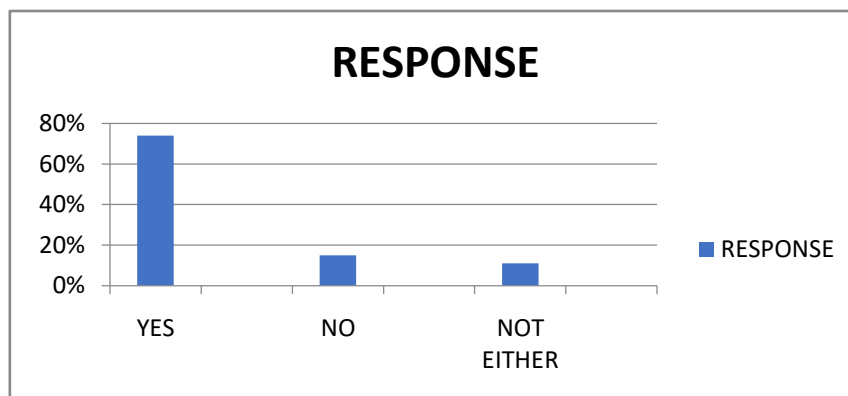


Interpretation: 95% of employees are proud to work for HERITAGE FOODS LTD and 5% are neutral and reason being they are valued in the organization. The ideas are respected and implemented when they are suitable to solve a particular issue.

2. Do you feel that management gives you formal feedback on your performance?

A. Yes B. No C. Not either

| OPINION | RESPONSE |
|------------|----------|
| YES | 74% |
| NO | 15% |
| NOT EITHER | 11% |

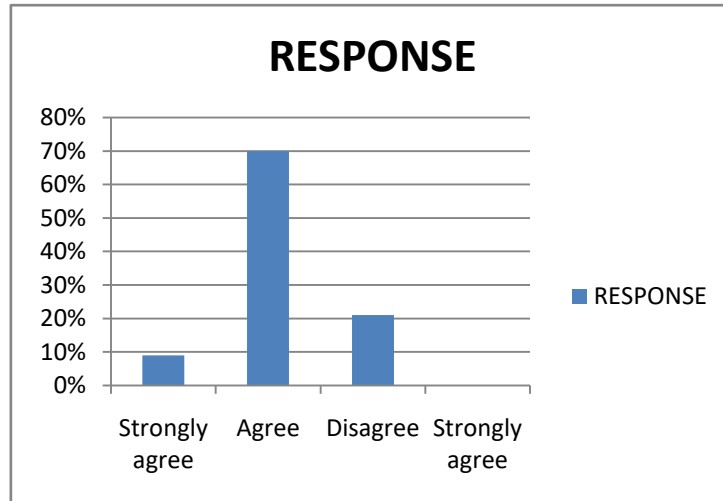


Interpretation: 74% of employees feels yes that management will give feedback. 15% employees feels that management will not give feedback. 11% employees feels not either of them.

3. Do you feel that managers think employee's problem as their own?

A. Strongly agree B. Agree C. Disagree D. Strongly disagree

| OPNION | RESPONSE |
|-------------------|----------|
| Strongly agree | 9% |
| Agree | 70% |
| Disagree | 21% |
| Strongly disagree | 0% |

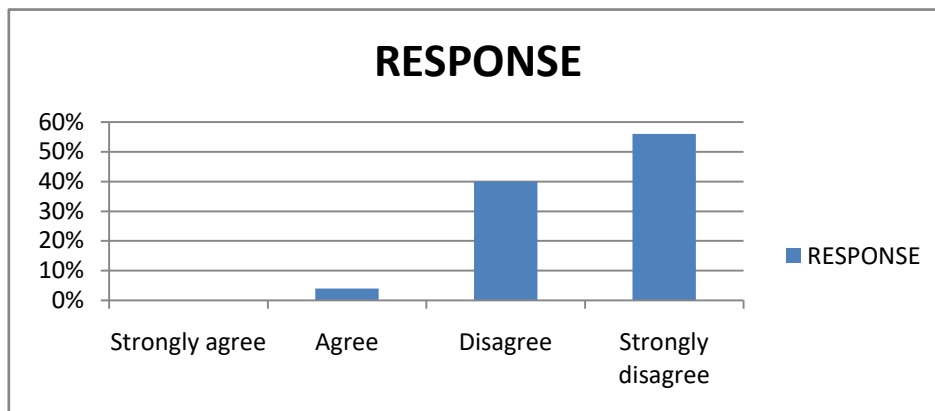


Interpretation: 9% of employees strongly agree that their managers do give importance to their problems. 70% just agreed and 21% disagreed. It shows that managers are responsible towards their employees

4. **If you are offered high salaried job and facilities in other organization without job satisfaction, will you accept it?**

- A. Strongly agree B. Agree C. Disagree D. Strongly disagree

| OPINION | RESPONSE |
|-------------------|----------|
| Strongly agree | 0% |
| Agree | 4% |
| Disagree | 40% |
| Strongly disagree | 56% |

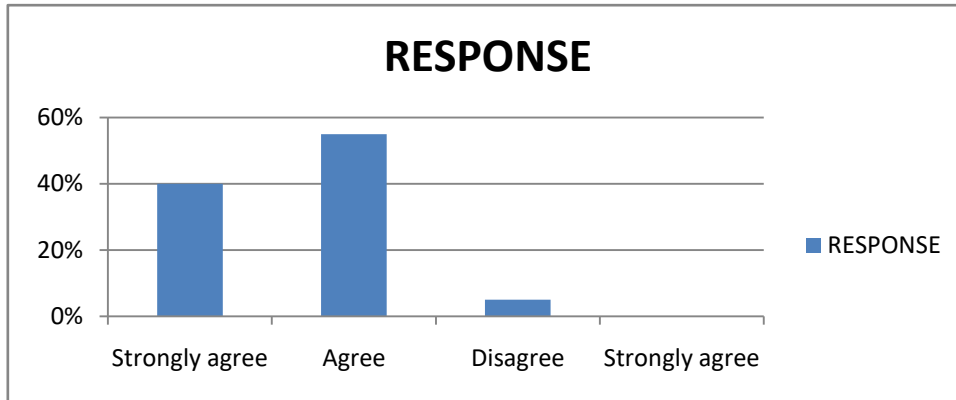


Interpretation: 4% employees agreed, 40% disagreed, 56% employees strongly agreed. It is clear that employees are more likely to work with job satisfaction. This shows that employees experience high level of job satisfaction at HERITAGE FOODS LTD. Employees did not prefer to work without job satisfaction even if they are offered high salaries.

5. **Do you feel that your jobs are challenging and exciting?**

- A. Strongly agree B. Agree C. Disagree D. Strongly disagree

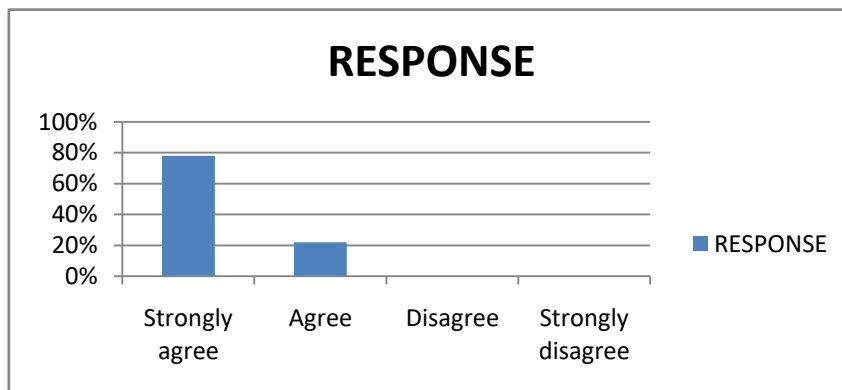
| OPINION | RESPONSE |
|----------------|----------|
| Strongly agree | 40% |
| Agree | 55% |
| Disagree | 5% |
| Strongly agree | 0% |



Interpretation: 40% employees strongly agree, 55% employees agrees and 5% don't agree that their jobs are challenging. This makes employee acquire new skills in order to overcome their barriers that are encountered while performing their job. As long as the jobs are exciting employees try to acquire new skills and perform better at every stage.

6. Do you think improvement is a part of employee engagement?
 A. Strongly agree B. Agree C. Disagree D. Strongly disagree

| OPINION | RESPONSE |
|-------------------|----------|
| Strongly agree | 78% |
| Agree | 22% |
| Disagree | 0% |
| Strongly disagree | 0% |



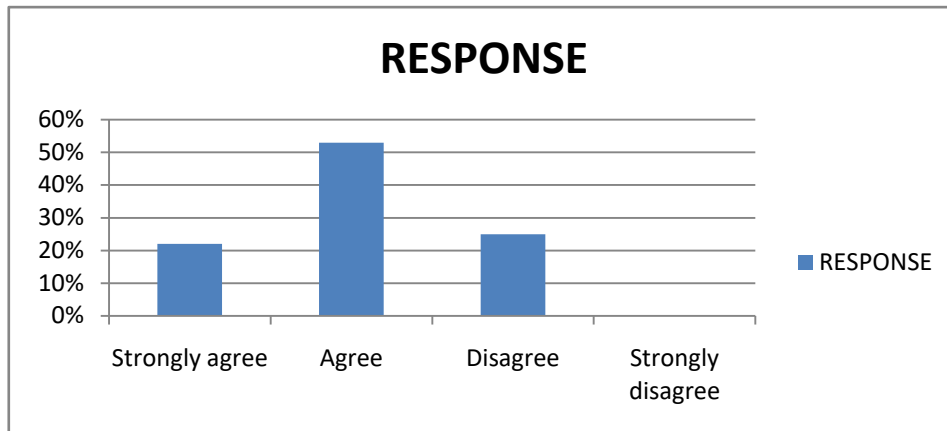
Interpretation: 22% agreed and 78% employees strongly believe that improvement leadsto employee involvement. If the organization takes initiatives regarding employee training programs, then employee can focus on their improvement which leads to better performance.

7. Are you satisfied with the decisions implemented in the department?

- A. Strongly agree B. Agree C. Disagree D. Strongly disagree

| OPINION | RESPONSE |
|----------------|----------|
| Strongly agree | 22% |

| | |
|-------------------|-----|
| Agree | 53% |
| Disagree | 25% |
| Strongly disagree | 0% |

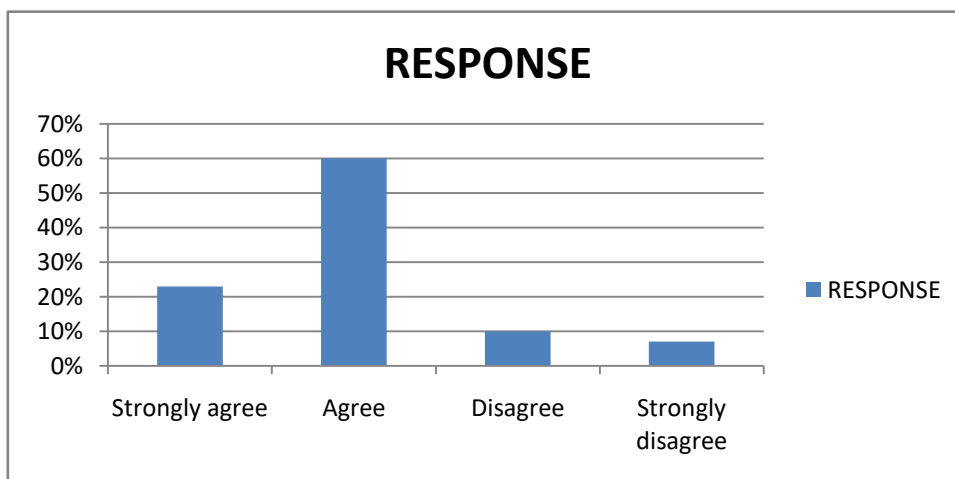


Interpretation: 22% strongly agreed, 53% employees agreed that they are satisfied with the decisions implemented in the department, only minimum number of employees are not satisfied with the decisions implemented in the department. This shows that there is lack of employee participation in decision making. If employees are involved in decision making then there can be an increase in employee involvement towards work. 25% employees disagreed.

8. Do you feel that your supervisors guide you when you needed?

A. Strongly agree B. Agree C. Disagree D. Strongly disagree

| OPINION | RESPONSE |
|-------------------|----------|
| Strongly agree | 23% |
| Agree | 60% |
| Disagree | 10% |
| Strongly disagree | 7% |

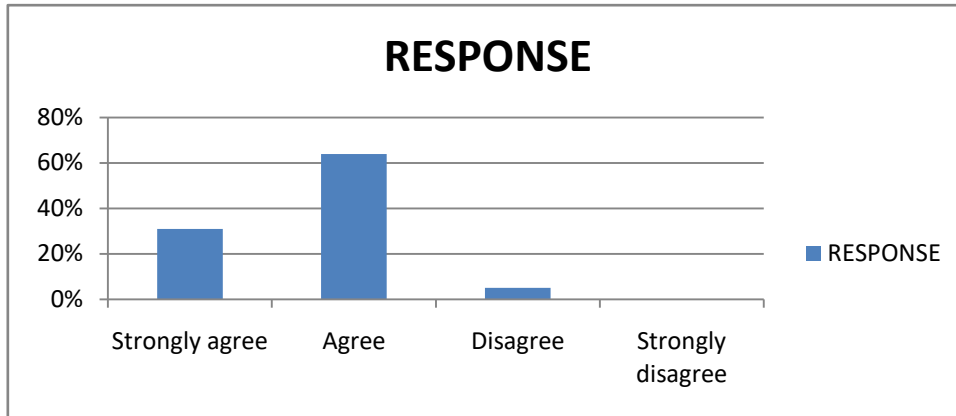


Interpretation: 23% strongly agreed and 60% employees do agree that their higher authorities guide them when needed. This makes employee understand their roles in a better way. This leads to reduction of delay time in performing their roles and take new responsibilities and prove themselves. 10% disagreed and 7% strongly disagreed.

9. Do you feel that your ideas are implemented in your organization?

A. Strongly agree B. Agree C. Disagree D. Strongly disagree

| OPINION | RESPONSE |
|-------------------|----------|
| Strongly agree | 31% |
| Agree | 64% |
| Disagree | 5% |
| Strongly disagree | 0% |

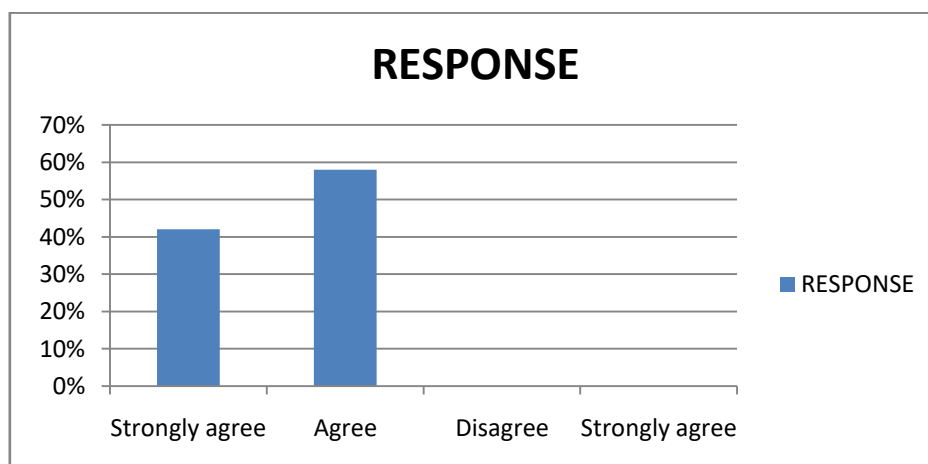


Interpretation: 31% employees strongly agreed and 64% of the employees agree that their ideas are implemented in the organization. This makes employee feel responsible while making decisions as if they commit mistake in decision making that effects the organization in a negative way. 5% employees disagreed.

10. Do you have opportunities at work to learn?

- A. Strongly agree B. Agree C. Disagree D. Strongly disagree

| OPINION | RESPONSE |
|----------------|----------|
| Strongly agree | 42% |
| Agree | 58% |
| Disagree | 0% |
| Strongly agree | 0% |

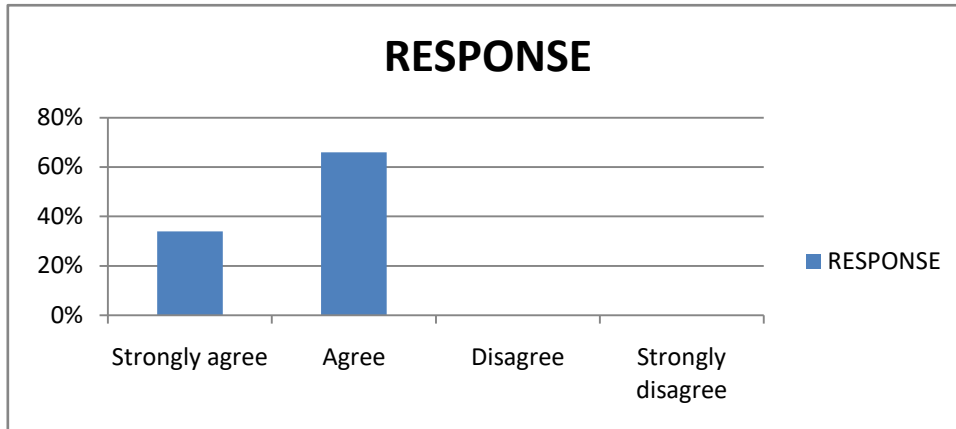


Interpretation: 42% employees strongly agreed and 58% employees agreed that they could find sufficient number of opportunities at workplace to improve. These opportunities help the employees to acquire new skills and perform efficiently.

11. Does the mission/purpose of your company make you feel that your job is necessary?

- A. Strongly agree B. Agree C. Disagree D. Strongly disagree

| OPINION | RESPONSE |
|-------------------|----------|
| Strongly agree | 34% |
| Agree | 66% |
| Disagree | 0% |
| Strongly disagree | 0% |

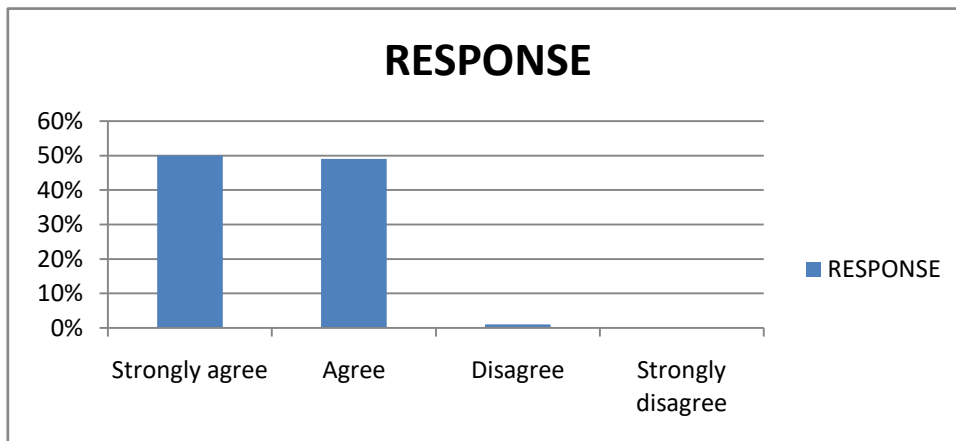


Interpretation: 34% employees strongly feel and 66% employees feel that their job is essential in the organization, as this helps the organization to perform better and achieve predetermined goals. This makes employees more cautious while performing their jobs as this is directly related to organizational performance

12. Do you feel that continuous training programs improve quality of work assigned?

- A. Strongly agree B. Agree C. Disagree D. Strongly disagree

| OPINION | RESPONSE |
|-------------------|----------|
| Strongly agree | 50% |
| Agree | 49% |
| Disagree | 1% |
| Strongly disagree | 0% |

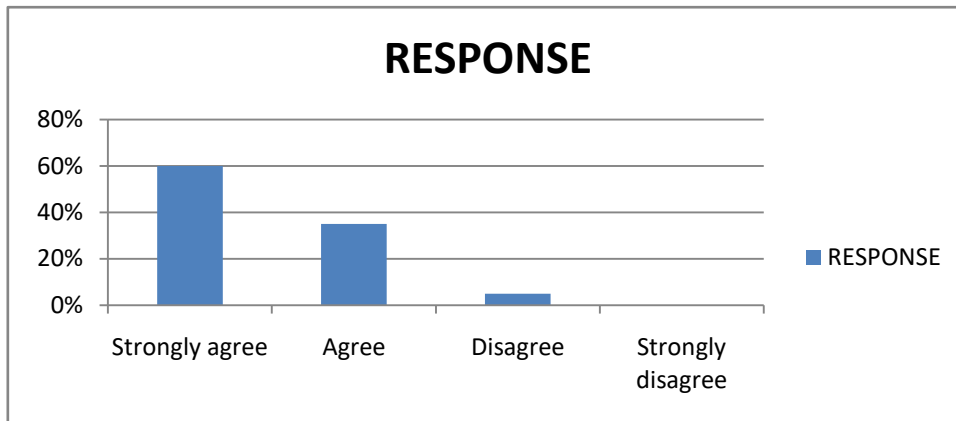


Interpretation: 50% strongly agreed, 49% and 1% disagreed. It is clearly seen that continuous training programs do improve quality of work assigned. As employees continuously strive hard to improve themselves to perform their roles in a better way. This leads to increase of quality of work life.

13. Do you feel that small activities encourage towards new ideas?

A. Strongly agree B. Agree C. Disagree D. Strongly disagree

| OPINION | RESPONSE |
|-------------------|----------|
| Strongly agree | 60% |
| Agree | 35% |
| Disagree | 5% |
| Strongly disagree | 0% |

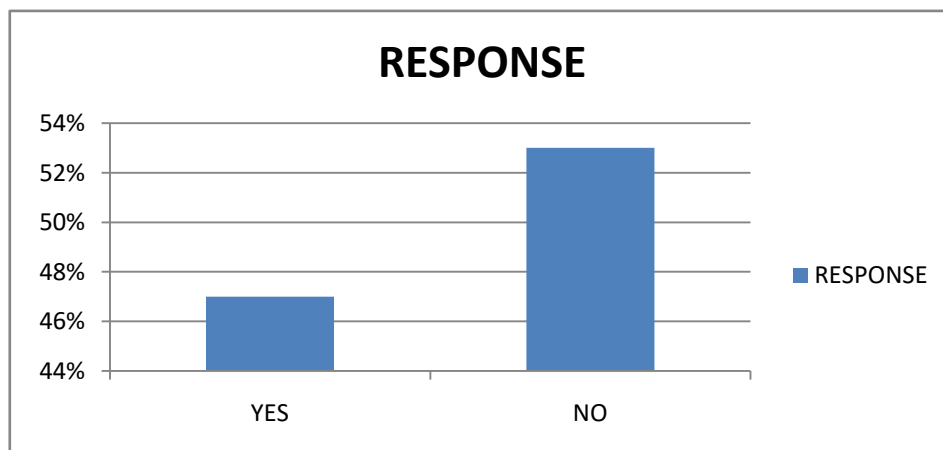


Interpretation: 60% strongly agreed and 35% employees agreed that they do feel that small activities are must and plays an essential role in gaining new innovative ideas.

14. Are you a member of small group activities like sectional production committee, group production committee or division production committee?

A. Yes B. No

| OPINION | RESPONSE |
|---------|----------|
| YES | 47% |
| NO | 53% |

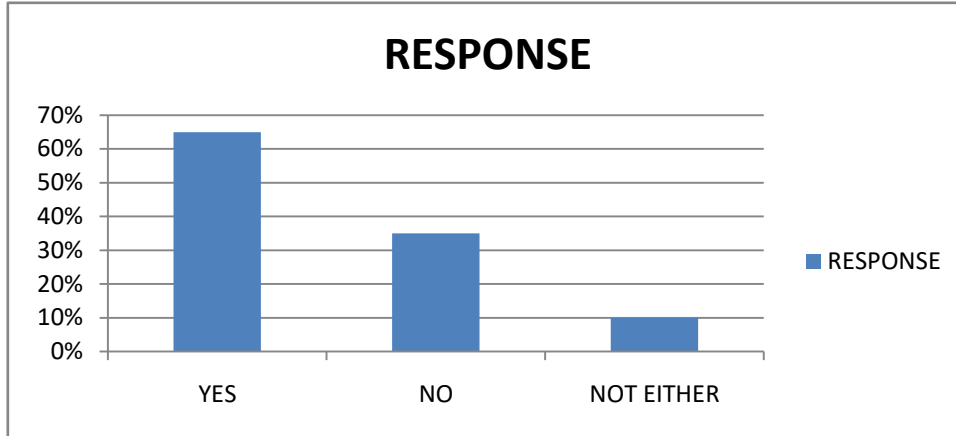


Interpretation: 47% employees says yes and 53% says no. It is clearly seen that employees are a part of different committees. This improves employee's interpersonal skills. This also give rise to exchange of information between employees. As employees are part of different committees, they give their contribution in terms of improving the product quality.

15. Do you feel that your manager regularly coaches you on improving your performance?

A. Yes B. No C. Not either

| OPINION | RESPONSE |
|------------|----------|
| YES | 65% |
| NO | 35% |
| NOT EITHER | 10% |

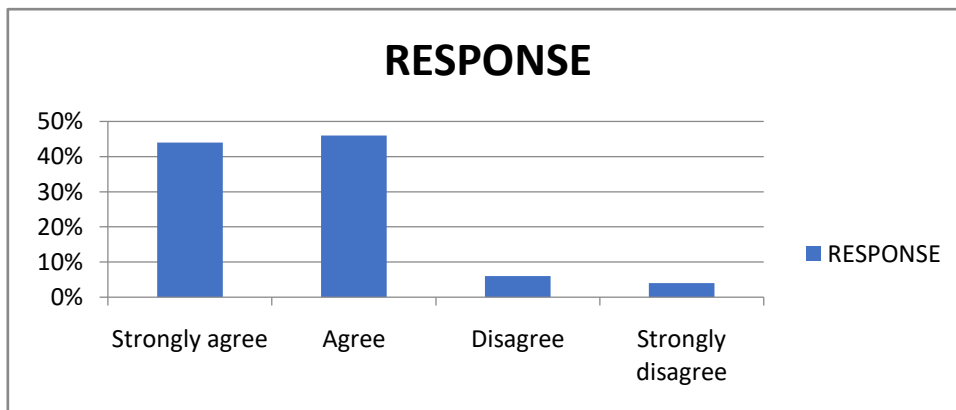


Interpretation: 65% employees are regularly coached by their managers in order to improve their performance. If this continues in the same way then employees come across their strength and weaknesses which is essential to perform efficiently. 35% employees don't agree and 10% employees are not sure.

16. Do you feel that existing career growth in your organization motivates towards work involvement?

A. Strongly agree B. Agree C. Disagree D. Strongly disagree

| OPINION | RESPONSE |
|-------------------|----------|
| Strongly agree | 44% |
| Agree | 46% |
| Disagree | 6% |
| Strongly disagree | 4% |



Interpretation: 44% strongly agreed 46% just agreed, 6% disagreed 4% disagreed. The employees responded moderately towards career growth. It is seen that existing career growth had a moderate impact on career growth. If the organization takes some initiatives towards this issue, then the employee involvement can be increased which lead to quality of work assigned.

FINDINGS:

1. 95% of employees at Heritage Foods Ltd are proud to work for the organization. This high percentage indicates a strong sense of pride likely stemming from feeling valued within the company.

2. Most of the employees believe that management provides feedback, highlighting a positive feedback culture within the organization. This indicates that employees feel heard and supported in their roles, which can enhance job satisfaction and performance.
3. A notable 79% of employees feel that their managers prioritize and give importance to their problems. This demonstrates a responsible managerial approach that fosters trust and support among employees, crucial for maintaining a positive work environment.
4. The most of employees find their jobs challenging at Heritage Foods Ltd. This challenging environment encourages employees to acquire new skills to overcome job-related barriers, leading to continuous professional growth and improved performance.
5. A significant majority of employees at Heritage Foods Ltd report high job satisfaction. This finding underscores that job satisfaction is a critical factor influencing employee motivation and retention, often outweighing the allure of higher salaries offered elsewhere.
6. The employees strongly believe that improvement through employee involvement is achievable if the organization implements initiatives like training programs. This indicates a positive perception among employees that investing in training can lead to enhanced performance and personal growth.
7. There is a potential opportunity for increased employee participation in decision-making processes, which could improve overall employee engagement and commitment to work.
8. The employees feel that their higher authorities provide guidance when needed. This guidance helps clarify roles, reduce delays in task execution, and encourages employees to take on new responsibilities, contributing positively to organizational efficiency.
9. The most of the employees feel that their ideas are implemented within the organization. This empowerment fosters a sense of responsibility among employees, motivating them to make decisions that positively impact the organization, despite the minor 5% who disagreed.
10. The employees report finding sufficient opportunities in the workplace to improve themselves. These opportunities are crucial for skill development and enhanced performance, indicating a supportive environment that encourages continuous learning and professional growth.
11. A majority of employees believe their jobs are essential for the organization's performance and goal achievement. This perception motivates employees to perform their roles diligently, understanding their direct impact on organizational success.
12. The employees believe that continuous training programs improve the quality of work assigned. This underscores the importance of ongoing skill development in enhancing the quality of work life and overall organizational effectiveness.
13. Employees recognize the importance of small activities in generating innovative ideas. This highlights a culture that values creativity and encourages participation in activities that foster innovation within the organization.
14. Employees who are part of different committees report improved interpersonal skills and contribute positively to product quality improvement. This suggests that increasing employee involvement in committees could further enhance these benefits.
15. A significant majority of employees receive regular coaching from their managers to improve their performance, helping them identify strengths and weaknesses. However, 45% indicate room for improvement in the coaching effectiveness, suggesting potential for enhancing managerial support and feedback mechanisms.
16. There is an opportunity for the organization to take initiatives that enhance employee involvement in career growth, potentially leading to improved quality of work assigned and overall satisfaction.

SUGGESTIONS:

With reference to my present study, I would like to say that, the employee engagement activities at **HERITAGE FOODS LTD** are up to the mark, further I suggest there must be gaming activities for the employees as well as they must be appreciated for the same.

Recognition is the need of human so does the employees at **HERITAGE FOODS LTD**. The recognitions such as birthday celebration, extracurricular activities like painting, poem writing, Paper cutting should be noticed by **HERITAGE FOODS LTD**. For which the employees will be emotionally attached to the organization. Moreover in these events the employee's family member should be involved which will create a familiar environment in the organization.

CONCLUSION:

Employees strongly agree that they can improve themselves in terms of skills and abilities, when they are engaged to their work. Continuous training programs do improve the quality of work where the organization has taken initiatives to encourage employees to take part in various training programs. It can be concluded that the best ideas received from employees are implemented in the organization that increase the organization performance. This makes employee strive hard for organizational growth as their ideas are valued. The best ideas and initiatives implemented in the organization do improve their products and services. The roles they are fulfilling are challenging enough which enhances their own performance as well as organization growth. It can be concluded that employees are proud to work for **HERITAGE FOODS LTD** as they experience high level of job satisfaction. Their job

satisfaction is at higher level as they receive formal feedback which is useful to strengthen their strengths and overcome their weaknesses and perform their roles effectively and efficiently. The career growth of employees does motivate towards work involvement, which leads to employee engagement which in turn motivates employees to perform their roles efficiently. Therefore, it can be finally concluded that employees are proud to work for HERITAGE FOODS LTD as they have good number of opportunities to enhance their skills. They also experience high level of job satisfaction as they receive feedback which is used to overcome their barriers at work. Employee engagement is attained through employee involvement towards work when they are provided with positive work environment. Better team work also leads to high level of employee engagement. The employees are clear about their roles. They feel that their roles help the organization to achieve its predetermined goals. Employees have good number of opportunities to enhance their skills.

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