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## “A Study on Employess’s Engagement of DACSS Granite Private Limited” At Hosur

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### ABSTRACT:

The study on employee engagement at DACSS Granites Pvt. Ltd. was conducted to understand how committed, motivated, and involved employees are in their work and within the organization as a whole. Employee engagement is a critical factor influencing productivity, job satisfaction, and overall organizational performance. To analyze this, the study followed a quantitative research approach, using structured questionnaires as the primary data collection tool. Responses from employees were analyzed using percentage analysis to identify overall trends and patterns in engagement levels across different categories such as age, gender, department, and experience. Additionally, the chi-square test, a non-parametric statistical tool, was used to examine whether there is a significant association between employee demographics and their engagement levels. This helped determine whether factors such as age, job role, or years of service significantly influence how engaged an employee feels. The results showed that while a substantial number of employees are moderately to highly engaged, engagement varies notably among different groups, indicating the need for targeted interventions by management to enhance engagement through tailored policies, training programs, and communication strategies.

**Key words:** employee engagement, satisfaction, motivation, engaged, communication strategies.

### INTRODUCTION

Employee engagement refers to an employee’s emotional commitment toward their organization and its goals. It reflects how passionate and motivated employees are about their work and how invested they are in contributing to the company’s success. Employee engagement is more than job satisfaction, it’s about how emotionally connected and motivated employees feel toward their work and the company’s goals. When employees are truly engaged, they aren’t just completing tasks, they’re passionate about their work, committed to the company’s success, and motivated to contribute their best ideas and efforts. When employees are truly engaged, they aren’t just completing tasks, they’re passionate about their work, committed to the company’s success, and motivated to contribute their best ideas and efforts. Studies show that companies with high employee engagement experience greater productivity, higher profitability, and improved employee retention.

### RESEARCH BACKGROUND

The granite industry plays a vital role in the construction and infrastructure sectors, supplying high-quality natural stone for domestic and international markets. India is one of the largest producers and exporters of granite, with companies focusing on both raw and finished stone products. DACSS Granites Pvt. Ltd., a key player in this sector, is involved in the quarrying, processing, and export of granite. As the industry grows more competitive and quality-focused, employee engagement becomes essential for maintaining productivity, meeting customer expectations, and ensuring sustainable business practices. This study explores the employee engagement of DACSS Granites Pvt. Ltd. in this evolving industrial landscape.

### DACSS GRANITE PRIVATE LIMITED

DACSS Granites Pvt. Ltd., established in 2005, is a leading granite processing and exporting company headquartered in Bengaluru, Karnataka, India. The company specializes in quarrying, cutting, and polishing granite blocks and slabs, catering to both domestic and international markets.

The granite industry plays a significant role in India's natural stone sector, contributing to the construction, infrastructure, and interior design industries. India is one of the largest exporters of granite, with Karnataka, Tamil Nadu, and Andhra Pradesh being major granite-producing states. DACSS Granites is a key player in this competitive market, known for high-quality granite and advanced processing techniques.

DACSS Granites operates quarries in Chamaranagar (Karnataka), Chittoor (Andhra Pradesh), and Kovilpatti (Tamil Nadu), extracting premium granite varieties like Absolute Black, Black Galaxy, and Viscon White. The company has a state-of-the-art processing facility equipped with Italian machinery, allowing for precise cutting, polishing, and finishing of granite slabs. With a production capacity of approximately 400 cubic meters per month, DACSS meets both bulk and customized orders.

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## IDENTIFIED PROBLEM

### Lack of Structured Employee Engagement Programs

- No formal programs or frameworks in place to systematically engage employees.
- Engagement activities, if any, are inconsistent and not uniformly applied across departments.

### 2. Limited Growth and Development Opportunities

- SS Employees report inadequate training and skill development initiatives.
- Absence of clear career progression or promotional pathways leads to demotivation.

### 3. Low Involvement in Decision-Making

- Workers have minimal participation in company decisions or process improvements
- Lack of employee voice reduces ownership and commitment to organizational goals.

### 4. Insufficient Recognition and Rewards

- Performance is rarely acknowledged or rewarded in a structured manner.
- Employees feel undervalued, affecting morale and enthusiasm.

### 5. Communication Gaps

- Limited upward communication channels; feedback from employees often ignored.
- Poor internal communication reduces clarity of roles and expectations.

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## OBJECTIVES OF THE STUDY

- To define and understand the concept of employee engagement and its relevance in the modern organizational environment.
- To identify the key factors that influence employee engagement, such as leadership style, work environment, recognition, communication, and growth opportunities.
- To assess the current level of employee engagement within the selected organization or sector.
- To examine the relationship between employee engagement and organizational performance, including productivity, job satisfaction, and employee retention.
- To evaluate the impact of employee engagement strategies currently implemented by the organization.

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## REVIEW OF LITERATURE

### 1. Kahn (1990): Psychological Conditions of Personal Engagement

William Kahn was among the first to introduce the term "employee engagement." He defined engagement as the harnessing of organization members' selves to their work roles. He identified three psychological conditions for engagement:

- Meaningfulness
- Psychological safety

Kahn's framework laid the foundation for many future studies on what drives employee engagement at a psychological level.

### 2. Saks (2006): Antecedents and Consequences

Saks distinguished between job engagement and organizational engagement, proposing that perceived organizational support, job characteristics, and supervisory support are significant antecedents. His study also found that engaged employees are more likely to display organizational citizenship behavior (OCB) and have lower turnover intentions.

### 3. Schaufeli et al. (2002): Work Engagement Model

This model introduced the concept of work engagement as a positive, fulfilling, work-related state of mind, characterized by:

- Vigor: High energy and resilience
- Dedication: Strong involvement and enthusiasm
- Absorption: Being fully concentrated and happily engrossed in one's work

Their Utrecht Work Engagement Scale (UWES) became one of the most widely used tools for measuring engagement.

#### 4. Harter et al. (2002): Engagement and Business Outcomes

Through a meta-analysis of over 7,900 business units, Gallup researchers found that higher levels of engagement correlated strongly with improved business outcomes, including profitability, productivity, customer satisfaction, and reduced absenteeism.

#### 5. Towers Watson (2010): Sustainable Engagement

Towers Watson introduced the concept of sustainable engagement, which goes beyond emotional and cognitive commitment. It includes:

- Enablement: Providing resources and support
- Energy: Creating a healthy, energizing environment

They stressed that long-term engagement must consider employee well-being and work-life balance.

#### 6. Macey & Schneider (2008): The Engagement Framework

They developed a comprehensive framework that separates:

- Trait Engagement (disposition toward being engaged),
- State Engagement (emotional and cognitive reactions), and
- Behavioral Engagement (actual actions and performance).

This model emphasizes the dynamic and multi-level nature of engagement.

#### 7. Bakker & Demerouti (2007): Job Demands-Resources (JD-R) Model

Their research highlights how engagement is affected by the balance between:

- Job Demands (e.g., pressure, workload)
- Job Resources (e.g., autonomy, feedback, support)

Engagement increases when resources are sufficient to meet demands and promote growth and motivation.

#### 8. Robinson et al. (2004): Drivers of Engagement

In their study for the UK's Institute for Employment Studies, they found that communication, trust in leadership, and involvement in decision-making were key drivers of engagement. They emphasized the role of leadership and organizational culture in shaping engagement levels.

Economies". The study highlights that small firms in emerging economies see significant financial rewards from exporting, and the statistical tool of data regression implies a particular in terms of higher profitability and reduced financial volatility due to diversified revenue sources.

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## RESEARCH METHODOLOGY

The methodology section outlines the research approach and procedures used to investigate employee engagement at DACSS Granite Pvt. Ltd. Employee engagement is a crucial factor in organizational success, influencing productivity, job satisfaction, and retention. Therefore, this study aims to assess the current engagement levels within the company, identify the factors that impact employee motivation and satisfaction, and suggest improvements based on empirical data.

To achieve the research objectives, a combination of quantitative and qualitative research methods will be employed. The quantitative approach will enable the collection of numerical data on employee engagement, which will be analyzed to identify patterns and trends. Meanwhile, the qualitative approach will provide deeper insights into the experiences, opinions, and perceptions of employees regarding their engagement at DACSS Granite Pvt. Ltd.

A stratified random sampling technique will be used to ensure representation across various departments and job roles. The data will be collected through surveys, interviews, and focus groups, enabling a well-rounded understanding of engagement levels and the factors affecting them. The study will be grounded in ethical considerations, ensuring that all participants' privacy is protected and that their participation is voluntary.

Overall, the methodology aims to provide a comprehensive and accurate analysis of employee engagement at DACSS Granite Pvt. Ltd., offering valuable recommendations for enhancing employee satisfaction, performance, and retention.

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## LIMITATION OF THE STUDY

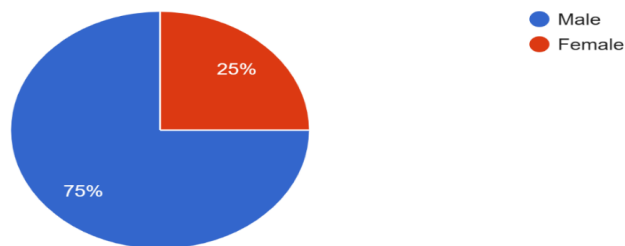
- The study is limited to DACSS Granite Pvt. Ltd. and may not reflect engagement trends in the entire granite industry.
- Time constraints restricted the ability to study long-term engagement patterns.
- Responses may be biased due to employees providing socially desirable answers.
- Some employees were hesitant to share honest feedback due to fear of repercussions.
- Limited access to internal HR data reduced the depth of analysis.
- Language or literacy barriers may have affected the understanding of survey questions.

## DATA ANALYSIS AND INTERPRETATION

**Table 1**  
**GENDER OF THE RESPONDENTS**

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
MALE	45	75%
FEMALE	15	25%
TOTAL	60	100

### GENDER



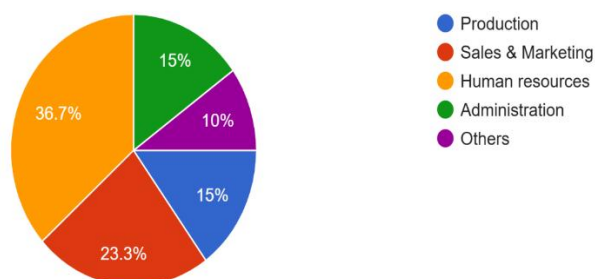
#### ANALYSIS AND INTERPRETATION:

The above chart shows that 75% of the respondents are male and 25% of the respondents female. Thus, majority of the respondent are male.

**Table 2**  
**DEPARTMENT OF THE RESPONDENTS**

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
PRODUCTION	9	15%
SALES & MARKETING	14	23.3%
HUMAN RESOURCES	22	36.7%
ADMINISTRATION	9	15%
OTHERS	6	10%
TOTAL	60	100

### DEPARTMENT



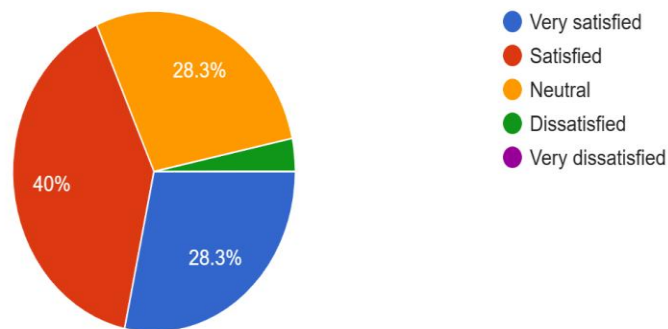
#### ANALYSIS AND INTERPRETATION:

The above chart shows that 15% of the respondents are production, 23.3% of the respondents are sales & marketing, 36.7% of the respondents are human resources, 15% of the respondents are administration, 10% of the respondents are other department. Thus, majority of the respondent are human resources.

**Table 3**  
**SATISFIED WITH COMMUNICATION BETWEEN MANAGEMENT AND EMPLOYEES**

PARTICULARS	NO OF RESPONDENTS	PERCENTAGE
VERY SATISFIED	17	23.8%
SATISFIED	24	40%
NETURAL	17	23.8%
DISSATISFIED	2	3.3%
VERY DISSATISFIED	0	0%
TOTAL	60	100

## COMMUNICATION BETWEEN MANAGEMENT AND EMPLOYEES



### ANALYSIS AND INTERPRETATION:

The above chart shows that 28.3% of the respondents are very satisfied, 40% of the respondents are satisfied, 23.3% of the respondents are neutral, 3.3% of the respondents are dissatisfied, 0% of the respondents are very dissatisfied.

Thus, majority of the respondent are satisfied

### SUMMARY OF FINDINGS

The study conducted on employee engagement at DACSS Granites Pvt. Ltd. revealed that while a majority of employees displayed a moderate level of engagement, there remains significant room for improvement in several key areas. Around 65% of the workforce reported feeling somewhat engaged with their roles, contributing consistently to their tasks but lacking a deeper emotional connection to the company. Only 20% of employees were found to be highly engaged—demonstrating enthusiasm, initiative, and alignment with the company's vision. Conversely, 15% of employees showed signs of disengagement, often performing below their potential and displaying low levels of motivation and commitment.

One of the key findings of the study was the influence of leadership on engagement levels. Although employees appreciated the knowledge and support of their immediate supervisors, there was a noticeable gap in recognition and interaction from senior leadership, which affected the overall morale and motivation of staff. The work environment across departments was generally considered adequate; however, operational staff working in production and logistics expressed dissatisfaction with physical conditions and long working hours. Communication also emerged as a critical concern, with many employees feeling disconnected from the company's strategic objectives due to irregular updates and limited feedback mechanisms.

Recognition and reward systems were found to be largely monetary and inconsistent, with few non-monetary incentives such as appreciation, public acknowledgment, or employee-of-the-month programs in place. Career growth and development opportunities were another area where employees expressed dissatisfaction. Many employees, particularly those in technical and operational roles, highlighted the lack of training programs, mentorship, and clear promotion pathways as demotivating factors. Work-life balance issues were more prominent among factory and field staff, who reported high levels of stress and rigid work schedules. Departmental variations were also observed in the study. Sales and marketing employees showed higher engagement due to performance-linked incentives and more dynamic work environments, whereas production and quality control staff exhibited lower engagement levels owing to repetitive tasks and limited upward mobility.

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## SUGGESTION

### 1. Leadership and Management Involvement

- Increase Leadership Visibility: Senior leaders should regularly interact with employees through town halls, factory visits, and informal check-ins to build trust and presence.
- Enhance Supervisory Training: Train middle managers in soft skills like empathy, communication, and motivation to better connect with their teams.

### 2. Communication

- Establish Transparent Communication Channels: Implement regular newsletters, email updates, and notice boards to ensure all employees are aware of company goals, policies, and achievements.
- Encourage Two-Way Feedback: Create mechanisms such as suggestion boxes, feedback surveys, and open-door policies to allow employees to voice their ideas and concerns.

### 3. Recognition and Rewards

- Introduce a Formal Recognition Program: Launch initiatives like “Employee of the Month,” performance awards, or peer-recognition systems to appreciate efforts beyond monetary compensation.
- Link Rewards to Specific Achievements: Ensure that recognition is tied to clear, measurable outcomes to increase fairness and motivation.

### 4. Training and Career Development

- Offer Regular Training Programs: Organize technical skill workshops, soft skills sessions, and cross-functional learning to enhance employee capabilities.
- Define Clear Career Paths: Establish well-communicated promotion criteria and internal job postings to encourage career growth within the organization.

### 5. Work Environment

- Improve Physical Workplace Conditions: Invest in better lighting, ventilation, ergonomic furniture, and safety measures, especially in production areas.
- Encourage Clean and Organized Workstations: Promote 5S or lean workplace management techniques to improve efficiency and comfort.

### 6. Work-Life Balance

- Implement Flexible Work Options: Where feasible, introduce flexible shifts or leave policies to help employees manage personal responsibilities.
- Promote Stress Management: Offer wellness programs, counseling support, or stress-relief activities like team-building outings and sports.

### 7. Organizational Culture

- Foster an Inclusive Culture: Encourage team diversity, respectful dialogue, and mutual support to build a more collaborative and inclusive environment.
- Promote Innovation and Participation: Involve employees in problem-solving discussions, continuous improvement initiatives, and pilot programs to increase engagement.

### 8. Monitoring and Evaluation

- Conduct Regular Engagement Surveys: Use anonymous surveys biannually to assess engagement levels and understand changing employee needs.
- Set KPIs for Engagement Initiatives: Track participation rates, turnover, absenteeism, and productivity as indicators of success for engagement strategies.

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## CONCLUSION

The study on employee engagement at DACSS Granites Pvt. Ltd. highlights that while the company has built a stable and operationally sound workforce, several gaps remain in fostering a truly engaged and motivated employee base. The analysis reveals that a significant portion of the workforce feels moderately engaged, with only a small segment demonstrating high levels of enthusiasm, commitment, and alignment with the organization's vision. Key challenges identified include limited communication from top management, lack of formal recognition systems, insufficient training and career growth opportunities, and rigid work-life structures, especially for operational staff.

Despite these challenges, the organization has strong potential to cultivate a more engaged workforce by implementing strategic improvements. Enhancing leadership visibility, establishing structured communication channels, introducing meaningful reward programs, and investing in employee development can significantly uplift morale and productivity. Furthermore, promoting a culture of inclusivity, participation, and mutual respect will help build trust and long-term commitment among employees. With focused efforts and continuous feedback mechanisms, DACSS Granites Pvt. Ltd. can strengthen employee engagement, leading to higher retention, improved performance, and a more resilient organizational culture.

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## DIRECTIONS FOR FUTURE RESEARCH

### 1. Longitudinal Analysis

Study engagement trends over time to assess the long-term impact of new HR initiatives. Monitor how changes in leadership, work culture, or policies influence employee engagement.

### 2. Expanded Sample Size

Include employees from multiple departments, job levels, and work sites (if any) to gather broader insights. Ensure demographic diversity (age, experience, tenure) for a more representative analysis.

### 3. Comparative Industry Studies

Conduct benchmarking studies with other granite, mining, or manufacturing companies. Identify industry best practices and engagement strategies that could be adapted at DACSS Granites.

### 4. Psychological and Behavioral Factors

Explore motivation, job satisfaction, emotional commitment, and resilience as part of engagement analysis. Study individual differences (personality traits, mindset) and their role in engagement levels.

### 5. Qualitative Research Methods

Use focus groups and in-depth interviews to capture detailed employee feedback and emotional insights. Explore perceived barriers to engagement and unspoken workplace concerns.

### 6. Impact of Technology and Digitalization

Investigate how digital HR tools, communication platforms, or performance management systems affect engagement. Study employee adaptability to technological changes and its link to engagement.

### 7. Role of Organizational Culture

Analyze how cultural values, hierarchy, and inclusiveness influence engagement outcomes. Assess the impact of culture transformation initiatives on employee morale.

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