

A REVIEW ON EMPLOYEE ENGAGEMENT, EMPLOYEE SATISFACTION AND EMPLOYEE COMMITMENT WITH REFERENCE TO SUGAR INDUSTRIES IN MAHARASHTRA

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ABSTRACT

India's sugar industry is well-maintained and developing, with billions of consumers. India's sugar production ranks second worldwide. India's rural population depends on its 45 million sugar cane growers. Sugar is India's second largest agro-based business after textiles. Maharashtra Sugar Industry is a large-scale sugar producer. In recent years, sugar production has exploded. According to the current sugar production data, Maharashtra is doing better than other states. Employees play a major role in the development of the company. The study of employee engagement, employee satisfaction and employee commitment help the company to maintain standard and increase productivity by motivating the employees. An organization is successful as its employees are satisfied and committed towards their work. Present study aims to find out the impact of employee engagement, employee satisfaction and employee commitment at the sugar industries in Maharashtra.

Keywords: employee engagement, employee commitment and employee satisfaction

Introduction

Sugar is produced in vast quantities in India, which is why the country has the world's second-highest per capita consumption rate. Brazil holds a leading position as a global sugar producer and holds the top position in the sugar producing industry. The manufacturing of cotton materials has the first spot in importance in India, with the sweets trade coming in second. The sugar manufacturing unit is the second largest agro-business in rural areas of the Indian sugar industry, which is the nation's second largest producer of sugar. Sugar is a vital product in India, and the country has been producing a significant quantity of the sweetener since ancient times. An employee that is considered to have an engaged and positive attitude about their organization is said to be inclined. The job of employee engagement in the organization is one of the more difficult ones. The perceptions and levels of commitment of workers to their jobs are critical to the success of an organization.

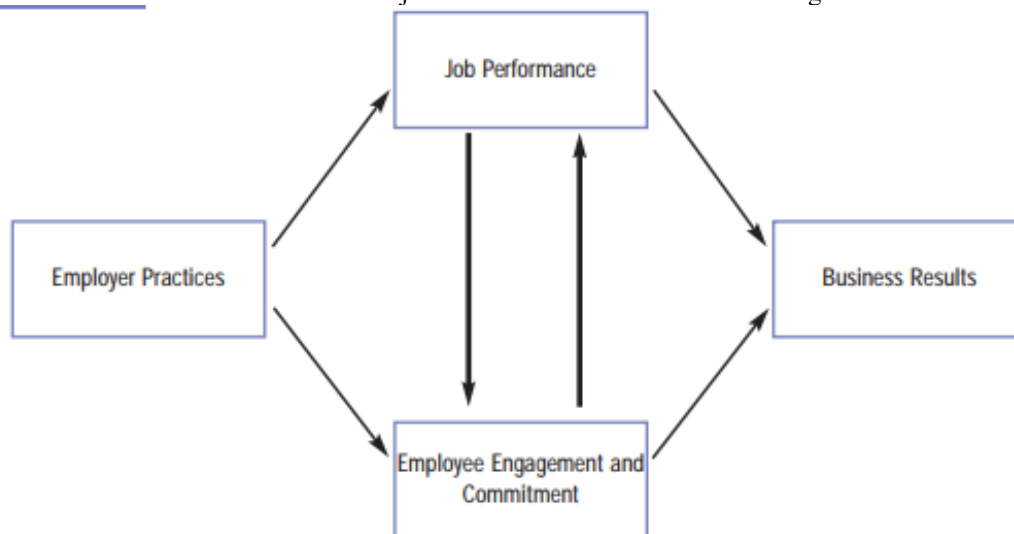


Fig 1: Employer Practices Ultimately Influence Business Results.

Companies with loyal, engaged staff can boost productivity and reduce attrition. Thus, firms of all sizes have invested heavily in policies and practices that promote employee engagement and dedication.

Research Methods

Objectives

To review literature based on employee engagement, employee satisfaction and employee commitment with reference to sugar industries in Maharashtra.

Research design

The study is descriptive in nature elaborating on the drivers of employee engagement on employee engagement, employee satisfaction and employee commitment.

Data Collection

For the present research secondary data was collected for literature review and theorization from various sources like books, journals, magazines, internet articles, Bank Website etc.

Discussion

Employee Engagement

Khan, the pioneer of the employee engagement concept, is credited with being the first person to establish the concept of multi-dimensional engagement back in the year 1990. Employees' physical, mental, and emotional expression while acting out their job responsibilities was referred to as "personal engagement," and it was characterized as the process by which workers "harness themselves to their work duties." The reference tried to explain this phenomenon by associating it with three psychological situations that were demonstrated in the performance of one's work role. These conditions were meaningfulness, safety, and availability. Meaningfulness is the feeling that self-investment is paying off. Safety means being able to conduct one's job without fear of repercussions (a sense of possessing the physical, emotional, and psychological resources needed at work). After that, Kahn's model was tested, confirming that engagement is favorably connected with psychological factors including meaningfulness, safety, and availability.

Drivers of Employee Engagement:

Most corporations share several key drivers of employee engagement. The components and relative strength of each driver may vary depending on the type of organisation, industry, and demographics of the country or region. These factors can influence the relative strength of each component.

Leadership:

It was shown that leadership is a key factor in an employee's engagement level. Indicators of successful leadership behavior and perceived support from supervisors were included in this component (PSS). Effective leaders engage employees through self-awareness, communication, transparency, courteous treatment, and ethical behavior.

Loyalty:

According to Schaufeli and Bakker (2004), employees who are more engaged with their work tend to have a lower rate of turnover and a higher level of commitment to the organization they work for. Employees who feel their contributions are valued by the company are more likely to remain dedicated to it. Several studies conducted in the past have supported the idea that increased levels of employee engagement are directly correlated to high levels of employee loyalty. The findings of the research conducted by Vazirani and Nitin (2005) demonstrated that the level of employee engagement is a critical factor in determining the success of a business because of the impact that it has on the loyalty of the workforce. Every company has the goal of being successful and gaining an advantage over their rivals; under these circumstances, companies aim to involve their skilled employees; as a result, the level of loyalty that employees feel toward their employers increases.

Employee Commitment

A comprehensive study in the Sugar Industry throughout India discusses various parameters like employee commitment, engagement and how they are impacted by the CSR activities conducted by the organization (Kovid, 2014). The researcher found that a higher adaptability towards CSR activities depicted a higher commitment of employers to welfare activities resulted in an improved employee commitment in these sugar mills. The findings were consistent throughout the country. Similar results were observed by (Serena., 2012) pointing towards greater employee commitment and engagement where the employees felt more cared for by the employee. Kwamanga & Achoch (2014) further found that having a variable pay component had a strong positive relationship with the employee commitment.

The feeling of being backed for learning was also found to be strongly linked to organizational commitment in the sugar factories. This made employees feel more linked to the company. Organizational commitment boosts employee engagement and connection.

Employee Satisfaction:

Another important parameter in the study of employee engagement is employee satisfaction. Employee satisfaction reflects how well an individual's interests and aspirations are met and how other employees perceive this. Different academics define employee satisfaction differently, but it's commonly seen as *"the work's scope and positive workplace feelings"* (Staples and Higgins, 1998) and can only be achieved if the parties view each other as consumers to fulfill. In recent years, organization and management behavioral research have emphasized that employee satisfaction is crucial both for employee and the organization. Finding strong and crucial relationships between absenteeism, employee turnover, and organizational loyalty in several research has led to a greater understanding of the relevance of employee satisfaction. Many researchers have questioned whether employee happiness and life satisfaction are related (Chacko, 1983; Tait., 1989; Howard and Frink, 1996). Internal communication improves employee happiness and productivity regardless of formality (Cummings, 1983). Organizations need formal communication to run smoothly. According to Perinic (2008), In daily contacts, informal communication is more reliable and beneficial than formal and official sources, which might mislead workers. Informal business communication involves sharing thoughts and feelings (Lesikar. 1993). When employees bring their issues to work, they may respond spontaneously, necessitating informal dialogue. Coworkers become friends after discovering they have similar beliefs, attitudes, and values (Kandlousiet., 2010). Dasgupta. (2012) stressed managers' role in creating a positive work environment by influencing employee behavior and helping them perform better. In this context, discussion means talking to coworkers and others (Yang, 2015). Communication channels were crucial to this author's research on Taiwanese hotel franchising businesses. A Spanish study found that procedural fairness modulates the association between internal communication and employee affective commitment (Gomes., 2011). Job satisfaction, job-related variables, and demographic variables are all strongly linked, as shown by several studies (Mesurado, 2021). Interpersonal relationships, the nature of the work, and feeling appreciated were identified as the three most important factors in determining job satisfaction (Thant and Chang, 2021). Job satisfaction was found to be positively influenced by demographic factors (Lange, 2021 and Duong, 2016). There is a favorable correlation between compensation and job satisfaction (Shah and Jumani, 2015 and Siahaan, 2017).

Employee Satisfaction in Sugar and Allied Industries

Rajakumari & Chitra (2019) look at the organizational climate and how it affects the employee satisfaction of the workers in these industries. Jegajothi (2015) examined the connection between organization environment and employee effectiveness. The study found that there is a positive association between organizational environment and employee performance, as well as between the organizational climate that stimulates and enhances the efficacy of the organization. The employees of sugar factories around Tamil Nadu were found to connect a lot of their engagement at work with the work environment in the factory

Conclusion

Each company requires a happy staff because happy workers perform better. Understanding employee job satisfaction, its associations, and effects on job commitment are the goals of the current study. The relationship between employee engagement and organizational performance is almost entirely favorable. The performance of organizations and organizational commitment are highly positively correlated. Employee satisfaction and engagement, they're different, but related. Job satisfaction is a component of employee engagement, but not the only one. Engagement depends on a worker's sentiments about their job. Engaged employees are more loyal to the organization than happy ones. Unengaged happy employees may want additional possibilities, growth, income, or a better match. Engagement and performance are virtually perfectly correlated. Commitment and performance are highly correlated.

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