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## A Study on Employee Involvement in SME in Puducherry

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### **Abstract:**

*The study starts with an introduction, company's profile and also the need for study, review of literature and objectives are set out for the study, research methodology, data analysis and interpretation, findings and suggestions of the study follow. The primary data is collected from both primary and secondary source. The primary data is collected from variable and employee in S and S power switchgear through will structure of questionnaires. The secondary data collected were collected from various journal, articles, website and company record. The age factor is not significant of the employee involvement so using the correspondence analysis to calculate the cluster number of age respondents.*

*One of the main areas of the project is the analysis part, where the data are analyzed and interpreted. Chi-square, factor analysis and ANOVA and correspondents then findings and conclusion for further study have also been discussed.*

*The main objective of the study is to analyses the methodology following to evaluate the organization Using ANOVA it is calculated that there is a significant difference between the age and organization support. Based on the age factor organization is not supporting the employees, age is separate from organization support, organization will support the employee when workers performing for the improvement of company, for this age is not needed only hardworking employees are needed in the company using chi-square it is inferred that demographic variables like gender, education qualification, have no association with the employee involvement.*

**Keywords:** Employee involvement, motivation, performance, satisfaction, decision making, participation, incentive compensation

### **1. Introduction**

Employee involvement is the situation in which the employee identifies himself with the organization and its goals and wants to stay a member of the organization. Employee involvement is quite similar to organizational commitment. Based on the thinking that people involved in a process know it best, regular participation of employees in several planning and execution areas occur.

#### *1.1. Major areas are*

Deciding how work gets done, suggesting improvements, setting goals, planning, and performance monitoring. That employees will improve their performance if they are more motivated by being more involved, is an observed trait. Borders on empowerment Employee involvement is the backbone of a TQM movement. An effective TQM effort requires the total involvement from every person at all levels in the organisation. Employee involvement leads to meet the organisation goals and objectives. It also improves the quality and productivity at all levels of the organisation.

### **2. Review of Literature**

Brownell and McInnis (1986) employee involvement is high and they feel that their efforts are important and make a meaningful contribution to the organisation. This positively impact motivation. Lind & Tyler (1988) empirical results also suggest that situational participation increases outcomes of satisfaction motivation and performance.

Cox, Annette *et al.* (2006) suggested that greater number of practices of employee's involvement and participation at work and more frequent of use of these practices ensures organizational commitment and job satisfaction among the employees. Batt (2004) finds out that employees perceive the participation in self managed teams more significant than in problem solving teams; and the participation in self managed teams is associated with the job satisfaction. Kanungo (1979, 1982) finds that intrinsic involvement is positively related to job satisfaction. Beatty (1991) Denning (1986) Lowler *et al.* (1995) employee involvement increases the sharing of information which improves the quality of decision making given that both consultative and delegative participation should positively affect information sharing.

George (1992) this leads us to predict that higher levels of intrinsic involvement will lead to higher motivation in participation budgeting .findings suggest that just the presence of share ownership is no guarantee of increased involvement in work.suggest that high performance work system practices lead to better organizational performance. Lindquist(1995) he finds that when attainable budgets are assigned influence leads to higher satisfaction than does situational participation. Although higher satisfaction is not found for unattainable budget.Barki and Hartwick (1989) argue for the separation Other research also finds that involvement is an important aspect of participative decision making (Hackman & Oldman, 1980; Lawler & Hall, 1970; Leippe & Elkin, 1987). Libby, 1999; Lindquist, 1995).In summary, we propose that three dimensions of budgetary participation exist: situational participation Miller & monger(1986) own work have been found to have high job satisfaction and consequently high performance.(Soderbom and Teal, 2002). Focus should therefore be on manufacturing and those factors that may foster its growth managers need to permit a high degree of employee involvement Arthr (1992) business strategies that emphasize quality and innovation rather than low cost thing level of trainings and incentive compensation plans. Hyman and mason (1995) suggest that legislation that legislation can encourage employee to adopt greater level of employee participation in general will have a positive impact on level of direct participation (Arthur, 1994; Daft & Lewin, 1993; Deninson & Mishra, 1995; Spreitzer &Mishra, 1999).

### 3. Research Methodology

“Research is essentially an investigation, a recording and an analysis of evidence for the purpose of gaining knowledge”. A research is an organized set of activities to study and develop a model or procedure/technique to find the results of a realistic problem support by literature and data such that its objective(s) is (are) optimized and further make recommendations/interference for implementations. (Paneerselvam.R 2004)

There are two types of data are primary and secondary data

Primary data are the actual information which is received by the researcher for the study from the actual field of research. (Prof. Cuddapah Ramanaiah) This data is gathered from Employee of organization through will define questionnaire which is created from the variable identify.

Secondary data are the information which is attained indirectly. Secondary data are gathered from information collected from individuals and institutions. (Prof. Panatela Murali Krishna) This will give the theoretical basis required for the report presentation which can be available from various sources such as magazines, office files, inter office manual and web site. The sample size of the study has been determined using this formula: The sample size formula are given  $n = (Z^2 S^2) / e^2$  ( Kothari C.R) Where, n=sample Z=confident limit S=sample size e=error

The tools used for Data analysis are Descriptive factor analysis, Chi- square, Cluster analysis and ANOVA and Corresponds. The Data collected are analyzed using the software SPSS 16.0.

Pilot studies involve pretesting a research instrument, like a new data collection method. It can also be used to test an idea or hypothesis. Pilot studies can also be used in clinical trials, in order to test different doses, routes of administration, dosing schedules and possible barriers to adherence before a large-scale multicenter drug study is launched.

30 samples selected using simple random sampling. The data is collected from the employees of the organization in order to know the perception of the employees regarding employee involvement. The data which is collected is analyzed through the software SPSS 16.0 version The test of reliability is test of sound measurement. A measuring instrument is reliable if it provides consistent results. Reliable measuring instrument does contribute to validity, but a reliable instrument need not be a valid instrument. If an instrument, then while using it we can be confident that the transient and situational factor are not interfering. Cronbach’s alpha value of 0.812 shows a good internal consistency of the data. This reveals that the instrument is a reliable instrument.

### 4. Results & Discussion

The extent of influence of various human resource related in factors in employee involvement are measured by five point likert scale with value 1 for ‘strongly disagree’, value 2 for ‘disagree’, value 3 for ‘neither agree nor disagree’, value 4 for ‘agree’ and value 5 for ‘strongly agree’. The priority of various human resource related factors that influences adoption of employee involvement is shown in the table 1.

S. no	Age	No. of Respondents	Percentage
1	20-25yrs	8	8
2	26-30 yrs.	47	47
3	31-35 yrs.	24	24
4	36-45 yrs.	20	20
5	46 Above	1	1
Total		100	100

Table 1: Data Analysis and Interpretation Age of the Respondents

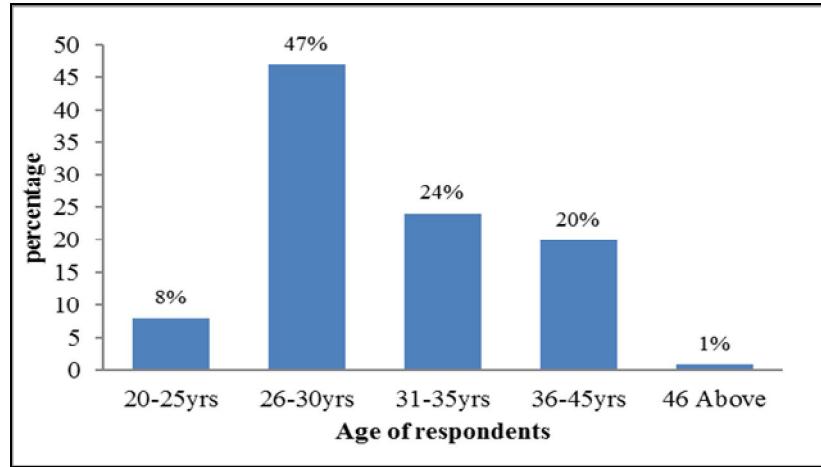


Figure 1

The above table and chart infers that 47% of the respondents are age 26-30yrs this respondent forms a maximum participation in the research. And 24% of the respondents age 31-35yrs morated involved in organization. And 20% of the respondents are age 36-45yrs low involvement of organization and 8% of the respondents are 20-25yrs very low involvement in the research and above 46 age of the respondent not involvement of people in this organisation.

S.NO	Gender	No. of Respondents	Percentage
1	Male	98	98
2	Female	2	2
Total		100	100

Table 2: Gender of the Respondent

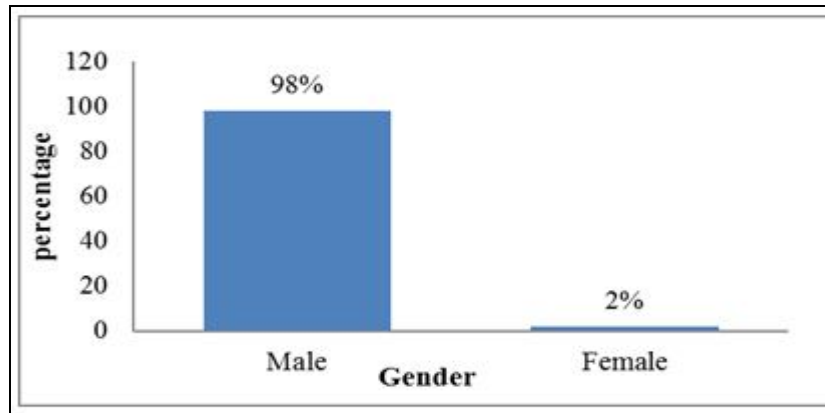


Figure 2

It is inferred from the table and chart that 98% of the respondents are male and 2% of the respondents are involvement of people in this organisation. Male as more involvement of the organisation. It is inferred from the table and chart that 98 percent of the respondents were belong to male category and 2 percent of the respondent were female and in this S&S Company most of the employees were male gender only because it is a male oriented job so there were less opportunity for female.

S.NO	Education qualification	No. of Respondents	Percentage
1	PG	4	4
2	UG	11	11
3	Dip/ITI	85	85
Total		100	100

Table 3: Education Qualification of the Respondents

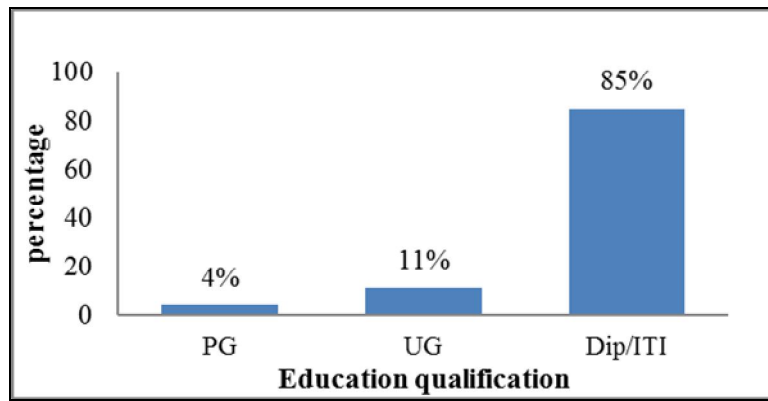


Figure 3

It infers that 85% of the respondents are Dip/ITI, The education qualification of dip/ITI. Respondents form a maximum involvement in the research, 11% of the respondent are UG 4%

4.1. Factor Analysis Item Using Of Employee Involvement

For the purpose of this study, 14 emotional swing variables are taken. Each variable is given in the form of statement related to investment in a five point likert scale starting from strongly disagree to strongly agree.. Before conducting factor analysis the sampling adequacy should be tested by using Kaiser-Meyer-Olkin Measure Sampling Adequacy.

4.2. KMO and Bartlett’s Test

Kaiser-Meyer-Olkin Measures of sampling Adequacy		.760
Bartlett’s Test of Sphericity	Chi-square	1.076
	Df	325
	Sig.	.000

Table 4

The table shows that the KMO value is 0.760 which is greater than 0.5 which is the acceptable score. Te Bartlett’s Test of Sphericity is 1.000 which is significant at .000 thereby confirming that the data is satisfactory enough to perform factor analysis.

Statements	Mean	Standard deviation	Rank
Work environment	3.5522	.51935	1
Organization policy	3.5522	.51935	1
Compensation benefits	3.3833	.59530	3

Table 5: Ranking For Employee Involvement

Of these three employee involvement variables the highest mean work environment values is 3.5522 and organization policy also same values very strong among the employee involvement and they give the least importance to the variables that they involvement of employee of compensation benefits mean is 3.3833. the standard deviation value .59530

Based on the three factors the employee Involvement can be segmented. K-means cluster is used to categorize of employee Involvement in three clusters.

Factors	Cluster		
	1	2	3
Work environment	2.82(III)	4.05(I)	3.40(II)
Organization policy	2.82(III)	4.05(I)	3.40(II)
Compensation benefits	2.43(III)	3.57(I)	3.56(II)
Mean	6.45	9.29	3.46
No. of cases in each cluster	16	38	46
Total Percentage	0.16	0.38	0.46

Table 6: Cluster Analysis Segmentation of Employee Involvement

Table contains the mean value score of three factors related to Employee involvement and the ranks are specified in the brackets. Table shows that around 16 percent of employees belong to cluster 1 category, 38 percent are in cluster 2 category and 46 percent belong to cluster 3 categories. This reveals that majority of employees' involvement in cluster 3 category. The mean values of these three clusters are 9.29 the first ranking to cluster 2 and 6.45 second ranking to cluster 1 and 3.46 the third ranking to cluster 3. in the working environment second column has the 4.05 cluster value, and when to compare to the other two cluster value it has the first ranking.

Statement	Cluster		Error		F	Sig.
	Mean square	Degree of freedom	Mean square	Degree of freedom		
Work environment	9.558	2	0.078	97	122.224	.000
Organization policy	9.558	2	0.078	97	122.224	.000
Compensation benefits	8.712	2	0.182	97	47.849	.000

Table 7: Relationships between Employees Involvement and the Cluster Variables ANOVA

It is found that all the three factors work environment, organization policy, Compensation benefits have significant relationship between employee involvements of organization. In the working environment the frequency level is 122.224 and in the organization policy also the frequency levels were same. but in the compensation benefits the frequency level were 47.849. and the degree of freedom were same for all these three factors. And the mean square was also same for work environment and organization policy the mean square was 9.558, compensation benefits mean square was 8.712.

Factors		SUM OF SQUARES	DF	MEAN SQUARE	F	SIG.
Work environment	Between Groups	.022	2	0.011	0.040	0.961
	Within Groups	26.681	97	0.275		
organization policy	Between Groups	.022	2	0.011	0.040	0.961
	Within Groups	26.681	97	.275		
compensation benefits	Between Groups	.198	2	0.099	0.275	0.760
	Within Groups	34.886	97	0.360		

Table 8: Comparison between Educational Qualification and Employee Involvement

- Work environment: In this above table the factor of work environment in employee involvement is not significant. The sum of the square value in work environment between group values is .022 and within group value is 26.681
- Organization policy: In this above table the factor of organization policy in employee involvement is not significant. The sum of the square value in organization policy in between groups is .022 and within groups value is 26.681.
- Compensation benefits: In this above table the factor of compensation benefits in employee involvement is not significant. The sum of the square value in compensation benefits in between groups is .198 and within groups are 34.886.

Gender Vs. Factors	Group	Sum of Square	Df	Mean Square	F	Sig.
Work environment	Between Group	104	1	0.104	0.383	0.538
	Within group	26.599	98	0.271		
Organization policy	Between Group	0.104	1	0.104	0.383	0.538
	Within group	26.599	98	0.271		
Compensation benefits	Between Group	0.096	1	0.96	0.268	0.606
	Within group	34.988	98	0.351		

Table 9: Comparison between Gender and Employee Involvement (Anova)

- Work environment: in this above table the factor of work environment in employee involvement is not significant. Which means that, based on the gender factor organization is work environment support the organization. Work environment in between group 0.104 and within group in 26.599.
- Organization policy: In this above table the factor of Organization policy in involvement is not significant. Which means that, based on the gender factor organization is support the organization policy in between group of 0.104 and within group in 26.599
- .Compensation benefits: In this above table the factor of compensation benefits in employee involvement is not significant. Which means that, based on the gender factor organization is compensation benefit in between group 0.096 and within group in 34.988.

Demographic variables	Chi-square	Significance	Inferred
Age	18.782	.016	Associated
Gender	.411	.814	Not Associated
Education qualification	2.055	.726	Not Associated

Table 10: Association between Cluster Variables and Demographic

In the above cross tabulation is used to find out the association and the chi-square test is applied to test the associations. The gender and education qualification are shows not associated in the table and other variables age are associated. so I used in correspondent of respondent. Employee involvement of association has gender and education qualification of the respondents

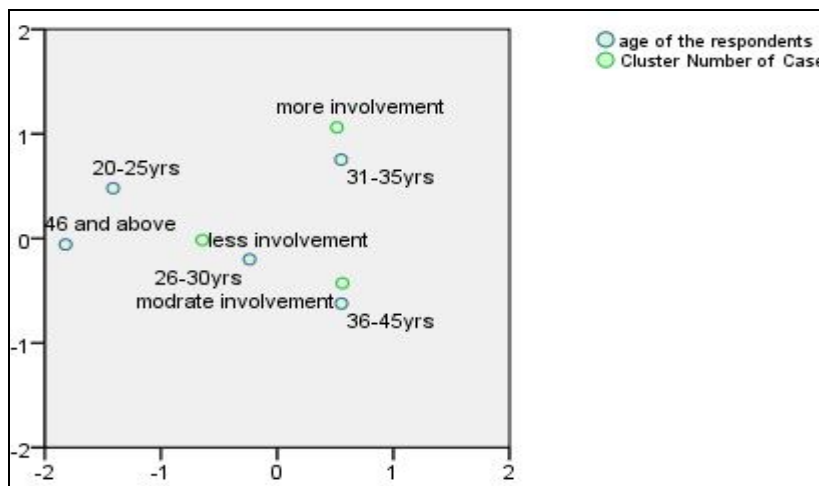


Figure 4: Correspondence Analysis between Employee Involvement and Age

The association between the age-categories and cluster can be identified by using correspondence analysis. The formed associations can be seen from the diagram 31-35 age of people is more involvement. And 36-45 age of people moderate involvement. And 26-30age of people less involvement, Employee involvement are using the cluster number of case with the age of the respondents And more involvement of people are 31-35 yrs in organisation. Below age of people are need involvement of organisation.

Cluster		Age of the Respondents					Total
		20-25yrs	26-30yrs	31-35yrs	36-45	46 and above	
More involvement	Count	1	5	8	2	0	16
	Percentage within age of the respondents	12.5%	10.6%	33.3%	10.0%	.0%	16.0%
Moderate involvement	Count	0	17	9	12	0	38
	Percentage within age of the respondents	.0%	36.2%	37.5%	60.0%	.0%	38.0%
Less involvement	Count	7	25	7	6	1	46
	Percentage within age of the respondents	38.5%	53.2%	29.2%	30.0%	.0%	46.0%

Table 11: Relationship between Age of the Respondents and Cluster of Employee Involvement

In the above cross tabulation is used to find out the percentage and variable factor. the Age of respondents in more involvement of total number of employee, 20-25 are 8.0% , and 26-30 47.0% and 31-35 24.0% and 36-45 are 20.0% and above 46 1.0% of involvement of work. To find out the cluster of number of percentage.

Cluster		Gender of the Respondents		Total
		Male	Female	
More involvement	Count	16	0	16
	Percentage within gender of the respondents	16.3%	.0%	16.0%
Moderate involvement	Count	37	1	38
	Percentage within gender of the respondents	37.8%	50.0%	38.0%
Less involvement	Count	98	2	100%
	Percentage within gender of the respondents	45.9%	50.0%	46.0%

Table 12: Relationship between Gender of the Respondents and Cluster of Employee Involvement

In the above cross tabulation is used to find out the percentage and variable factor. the Gender of respondents in more involvement of total number of employee, male 98.0% , Female 2.0% of involvement of work. To find out the cluster of number of percentage.

## 5. Summary of Findings, Conclusion & Suggestion

### 5.1. Findings for Study

The finding from study is as follows,

In this research the opinion are gathered from the employee involvement of S & S power switchgear equipment. Majority of the respondents are male. Almost all the respondents are their age group of above 26-30. Majority of the respondents are education qualification of Dip/ ITI.

The ranking for three employee involvement variables the highest mean work environment and organization policy also same values very strong among the employee involvement and they give the least importance to the variables that they involvement of employee of compensation benefits give the least presence on the employee involvement which is consistent.

The three variable and its presence is very highly among the involvement of s& s power switchgear ltd. the employee highly motivating the work environment and organisation policy almost some level of involvement of working. by using ranking for factors involved in work satisfaction. it is found that employee give more importance to work environment organization policy which mean that employee are strongly agree with the employee involvement of s&s power switchgear equipment Ltd. From the frequency analysis, it is interpreted that around 46percent compensation benefit are influenced by the positive employee involvement of company.

By using cluster analysis the cluster of the mean value 3 variable has the highest ranking for compare to other cluster. by using ANOVAs, it is found that all the three factors have significant between employee involvement. By using chi-square, it us found that indicates there is no association between cluster and age there is association between cluster and gender and education. By using

correspondence analysis. Highly cluster value people between 25-30 categories and same in 31-35 involvement of work. Medium levels of people are associated with between 36-40 and 46 above low people involve of work. Age is organization support. Using ANOVA it is calculated that there is a significant difference between the age and organization support. Based on the age factor organization is not supporting the employees, age is separate from organization support, organization will support the employee when workers performing for improvement of company, for this age is not needed only hardworking employees are needed in the company using chi-square it is inferred that demographic variables like gender, education qualification, have no association with the employee involvement. Using frequency analysis, it is inferred that the scale 3.5-5 has the highest percentage (46%) of respondent are involvement of the work.

### 5.2. Suggestion and Recommendations

The following are suggestion and recommendation based on the findings from the study. The response had shown by the employee involvement and analyse the employee involvement most error occurred the compensation factor in the company. If those factors are maintained and also if it is improved, employees are will take action immediately when a complains is made. Interns, which improves the employee involvement of the company. Most of the employee feel the company provided and welfare, compensation, job security to improve the employee involvement of company that has to be maintained and should be improved give to all employee satisfaction their salary.

### 5.3. Conclusions

The research made in the employee involvement at the S&S power switch gear equipment Ltd. employee is highly involvement towards the company. This enriches the company in achieving the goals and objectives. Company should be maintaining of employee benefits. Which is the main key factor for the success of the employee involvement From the study it is identified that, the lack of growth opportunities and the less involvement are the major problem which makes employees to change their job from this organization.

### 5.4. Direction for Further Research

This Study On Employee Involvement Is More Beneficiary To The Hr Manager In Manufacturing Company. This Study Has Larger Scope For The Future Research. It The Research Takes The Sample Size As A Greater One Of Research May Get More Effective Results Some Of Them Include Variable To Analysis The Motivation, Performance, Decision Making, Satisfaction, Participation Of About Employee Involvement In The Further Research..

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