

A PROJECT REPORT ON EMPLOYEE ENGAGEMENT IN SRINIDHI MILK DIARY

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Abstract:

Employee engagement plays a critical role in enhancing productivity, sustainability, and organizational performance within the plantation sector. Plantation operations, characterized by labor-intensive activities such as ploughing, planting, harvesting, and maintenance, depend heavily on workforce motivation and commitment. Engaged employees demonstrate higher levels of job satisfaction, reduced absenteeism, improved safety compliance, and increased output per acre. Factors influencing engagement in plantation settings include fair compensation, safe working conditions, access to skill development programs, recognition systems, and community welfare initiatives. Additionally, participatory management practices and effective communication strengthen trust between workers and management, leading to improved retention rates and operational efficiency. This study highlights the importance of strategic human resource practices tailored to agricultural environments to foster long-term sustainability and competitive advantage in plantation enterprises.

Keywords :

Employee Engagement, Plantation Sector, Agricultural Workforce, Labor Productivity, Job Satisfaction, Workforce Retention, Human Resource Management, Organizational Performance

Introduction :

Employee engagement refers to the emotional commitment and level of involvement an employee has toward their organization and its goals. It goes beyond basic job satisfaction; engaged employees are motivated to contribute positively, take initiative, and strive for excellence in their roles. They feel connected to their work, aligned with the company's values, and invested in its success.

In today's competitive business environment, employee engagement plays a critical role in organizational performance. When employees are engaged, they are more productive, innovative, and willing to collaborate with others. This often leads to improved customer satisfaction, higher retention rates, and stronger overall business results. On the other hand, low engagement can result in reduced morale, and increased turnover.

Organizations foster employee engagement by creating a supportive work culture, offering growth and development opportunities, recognizing achievements, and encouraging open communication. Leadership also plays a vital role in building trust and inspiring employees to perform at their best.

Ultimately, employee engagement is a shared responsibility between management and employees. By promoting a positive and inclusive workplace, organizations can cultivate a workforce that is not only committed but also enthusiastic about contributing to long-term success.

OBJECTIVES:

- To Improve employee motivation and job satisfaction

- To analyze Enhance productivity and work commitment
- To identify Strengthen communication between employees and management
- To Build a collaborative work culture

SCOPE OF THE STUDY:

The scope of this study focuses on examining the level of employee engagement within the organization and identifying the key factors that influence it. The study aims to understand how elements such as leadership style, communication practices, work environment, recognition, career development opportunities, and organizational culture contribute to employee engagement.

This research is limited to employees within the selected organization/department and considers their perceptions, experiences, and attitudes toward their work and workplace. It seeks to analyze the relationship between employee engagement and outcomes such as job satisfaction, productivity, performance, and employee retention. The study also explores the strategies currently implemented by management to enhance engagement and evaluates their effectiveness. Based on the findings, recommendations may be provided to improve engagement levels and support organizational growth.

LIMITATIONS OF THE STUDY:

1. **Limited Sample Size:** The study is based on feedback from a selected group of distributors, retailers, and company representatives, which may not fully represent the entire distribution network.
2. **Time Constraints:** The research was conducted within a limited time period, restricting the depth of data collection and long-term performance analysis.
3. **Data Accuracy:** Some information provided by respondents may be based on personal judgment or estimates, which could affect the precision of the findings.
4. **Geographical Coverage:** The study focuses only on specific operational areas of Srinidhi Milk Dairy and does not cover all markets served by the company.
5. **External Factors:** Market fluctuations, seasonal demand changes, and unforeseen logistical challenges were not examined in detail, although they may influence distribution efficiency.

REVIEW OF LITERATURE:

1. **Kahn (1990)** introduced the concept of employee engagement, defining it as the psychological presence of employees in their work roles. He emphasized meaningfulness, safety, and availability as key conditions for engagement.
2. **Maslach, Schaufeli, and Leiter (2020)** described engagement as the positive opposite of burnout, highlighting energy, involvement, and efficacy as core elements.
3. **Harter, Schmidt, and Hayes (2021)** found a strong relationship between employee engagement and business outcomes such as productivity, profitability, and customer satisfaction.
4. **Saks (2020)** suggested that engagement is influenced by organizational support, job characteristics, and rewards, and that engaged employees are more committed and less likely to leave the organization.
5. **Bakker and Demerouti (2023)** developed the Job Demands–Resources (JD-R) model, explaining that engagement increases when employees have adequate resources such as support, feedback, and autonomy.
6. **Schaufeli and Bakker (2023)** emphasized that engaged employees demonstrate vigor, dedication, and absorption in their work, which positively impacts overall performance.

RESEARCH METHODOLOGY:

Research is an orderly process of investigation of facts, theories, and relationships for the purpose of creating new knowledge. Research involves a methodical and organized process of investigating some different facts, theories, and relationships to ultimately yield some new knowledge that enhances our knowledge in regard to a specific topic or subject. Research can be classified into different types, such as qualitative, quantitative, exploratory, and descriptive research. Methodology is a term that includes the entire process, specific method, and methodical approach employed by researchers to conduct their research activities. Methodology includes data collection method, research design, sampling, and analysis method. The adherence to a clear methodology ensures dependability and accuracy of research data. Surveys, experiments, case studies, and interviews are basic and essential research techniques that are commonly applied in most fields of study.

The methodology to be applied is determined based on the purpose of the study, type of data, and resources available. The incorporation of a well-defined methodology along with wide-ranging research is a critical ingredient in rendering the process of formulating meaningful conclusions as well as solving real-life problems effectively. Good planning, accuracy, and ethics guarantee proper research is carried out. Research is the process of systematic and in-depth study of any Particular Topic, subject or any are of investigation backed by collection, compilation, presentation and interpretation relevant data's in detail.

RESEARCH PROCESS:

The research process followed in this study is systematic and structured to analyze the efficiency of the distribution channel of Srinidhi Milk Dairy. The process consists of clearly defined stages to ensure accuracy, reliability, and validity of the findings.

PRIMARY DATA INCLUDES:

Primary data refers to first-hand information collected directly from respondents.

Sources of Primary Data

- Distributors
- Retailers
- Sales Executives
- Logistics Staff
- Company Official

Structured Questionnaire:

Questionnaires were prepared to collect quantitative data regarding:

- Delivery timeliness
- Order fulfillment
- Stock Availability
- Margin Satisfaction
- Communication Efficiency
- Payment Cycle

Personal Interviews:

Interviews were conducted with management and key channel members to gain in-depth understanding about the distribution channel.

- Distribution Policies
- Route Planning
- Cost Structure
- Performance Evaluation Methods

Observation:

Direct observation of dispatch operations, transportation system, cold chain maintenance and delivery process.

SECONDARY DATA INCLUDES:

Secondary data refers to information already available and collected from existing sources.

Sources of Secondary Data

- Company reports and records
- Sales data and distribution statements
- Delivery schedules
- Internal performance reports
- Academic journals and textbooks
- Industry publications

Purpose of Secondary Data

- To understand past performance
- To compare efficiency trends
- To support primary data findings
- To build theoretical foundation

PROJECT PLANNING:

Project planning is the systematic process of organizing and structuring all activities required to complete a research study effectively and within the specified time frame. It involves identifying the research problem, setting clear objectives, defining the scope of the study, selecting an appropriate research design, planning methods of data collection, allocating necessary resources, and preparing a time schedule for each stage of the work. In the study of distribution channel efficiency at Srinidhi Milk Dairy, project planning ensured that data was collected, analysed, and interpreted in an organized and efficient manner, while also anticipating possible challenges and maintaining accuracy and reliability throughout the research process.

1. Problem Identification:

The first step is to clearly define the issue that needs to be studied. In this case, it involves identifying concerns related to distribution channel efficiency at Srinidhi Milk Dairy.

2. Setting Objectives:

After identifying the problem, specific and achievable objectives are framed to guide the direction of the research.

3. Defining Scope:

This step determines the boundaries of the study, including what aspects will be covered and what will be excluded.

4. Selecting Research Design:

An appropriate research approach, such as descriptive research, is chosen to systematically examine the existing system.

5. Planning Data Collection:

Methods for gathering primary and secondary data are decided, including tools like questionnaires, interviews, and company records.

6. Sampling Plan:

The researcher selects the target respondents and determines the sample size to ensure meaningful results.

7. Resource Allocation:

Necessary resources such as finance, manpower, and technical tools are identified.

8. Data Analysis Planning:

Suitable statistical techniques and tools are selected to interpret the collected data accurately.

9 . Monitoring and Review:

Progress is regularly checked to ensure the project stays on schedule and meets its objectives.

SAMPLE SIZE:

SAMPLING TECHNIQUE: Random sampling.

DATA ANALYSIS

1. Employee Perception of Work Environment

Work Environment Rating	Number of Employees	Percentage (%)
Good	25	50%
Average	17.5	35%
Poor	7.5	15%

Interpretation: Half of the employees feel that the work environment is **good**, while a smaller portion finds it average or poor, showing a generally positive perception

Graph (Bar Chart): Work Environment Rating



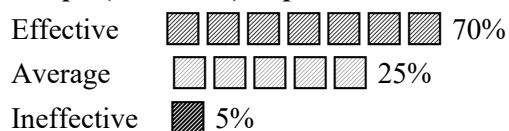
2. Opinion About Management Effectiveness

Employees were asked how effective they find the management at Srinidhi Milk Dairy:

Management Effectiveness	Percentage
Effective	70%
Average	25%
Ineffective	5%

Interpretation: Most employees (70%) believe the management is effective — indicating a strong trust in leadership.

Graph (Pie Chart): Opinion About Management



3. Factors Contributing to Engagement

Respondents indicated which organizational factors most contribute to employee engagement:

Engagement Factors	Approx. %
Leadership	28%
Employee Engagement Programs	22%
Communication	22%
Training & Development	17%
Recognition & Rewards	11%

Interpretation: Leadership and communication are seen as the most important factors influencing engagement, while recognition programs are relatively weaker.

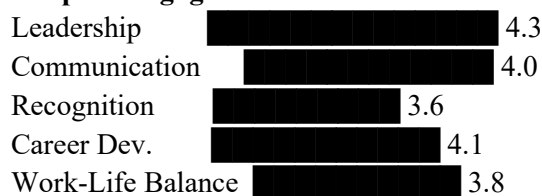
Graph (Bar Chart): Engagement Factors



4. Factors Contributing to Engagement

Factor	Average Rating (1-5)
Leadership	4.3
Communication	4.0
Recognition	3.6
Career Development	4.1
Work-Life Balance	3.8

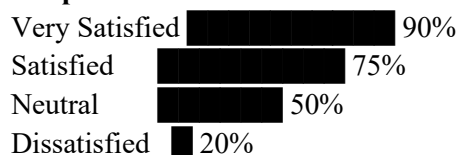
Graph – Engagement Factors



5. Satisfaction vs. Retention Intention

Satisfaction Level	Employees	Retention Intention (%)
Very Satisfied	12	90%
Satisfied	25	75%
Neutral	10	50%
Dissatisfied	3	20%

Graph – Satisfaction vs Retention



RESEARCH FINDINGS

1. Key Drivers of Engagement

- **Implicit Benefits:** Employees value the inherent learning opportunities. Being part of a major dairy processing unit provides them with specialized technical knowledge and skills that they feel are valuable for their long-term careers.
- **Organizational Culture:** Factors like fairness in treatment, flexibility in work schedules, and the overall attitude of colleagues are major influencers.
- **Organizational Policies:** The framework set by top management—specifically regarding procedural justice (how decisions are made) and distributive justice (how rewards are allocated)—directly impacts employee morale.

2. Quantitative Insights

- **Engagement Levels:** The majority of the workforce falls into the "**Moderately Engaged**" category. While there is a strong emotional commitment to the mission of the dairy, administrative hurdles often dampen enthusiasm.
- **Gender and Teamwork:** Research found no significant association between gender and team enjoyment. Both male and female employees reported high levels of satisfaction regarding peer-to-peer collaboration.
- **Experience Correlation:** There is a **positive correlation** between years of experience and engagement. Senior employees tend to be more "invested" in the organization compared to newer recruits.

3. Identified Challenges

- **Communication Gaps:** A common finding was the need for more frequent and transparent one-on-one feedback from managers.
- **"Internal Politics":** Some reports highlighted that "dirty politics" or perceived favoritism in the middle-management layer significantly lowered engagement scores for junior staff.
- **Salary vs. Market Standards:** While job security is high, there is a moderate level of dissatisfaction regarding current salary packages when compared to the rising cost of living in 2026.

4. Recommendations for Improvement

- **Fostering "Esprit de Corps":** Creating a "we feeling" through more non-statutory benefits (e.g., family health days, recreational outings).
- **Professional Development:** Implementing structured mentorship programs to help employees see a clear career path within the dairy.
- **Stress Management:** Introducing workshops for stress relief, especially for those in high-pressure roles like production and quality control.

SUGGESTIONS

1. Make it more academic/research-focused

- Include a definition from a well-known source (e.g., Gallup, Saks, or Kahn).
- Mention the connection between engagement and productivity, retention, or organizational performance.
- Example: "According to Kahn (1990), employee engagement is the harnessing of organizational members' selves to their work roles."

2. Make it more practical/business-oriented

- Highlight real-world benefits for companies, like lower turnover, higher customer satisfaction, or innovation.
- Include examples of companies known for high employee engagement (e.g., Google, Salesforce).
- Emphasize strategies to boost engagement: recognition, career development, work-life balance.

3. Make it more concise and impactful

- Focus on 3–4 key points: definition, importance, benefits.
- Avoid lengthy explanations for presentations or reports.
- Example: "Employee engagement is the level of enthusiasm and commitment employees have toward their work. Engaged employees drive productivity, innovation, and retention, making engagement a key factor in organizational success."

4. Add statistics or trends

- Use recent global surveys to strengthen your introduction.

- Example: “According to Gallup (2022), only 21% of employees worldwide are engaged at work, highlighting the critical need for engagement strategies.”

5. Make it relatable/interactive

- Start with a question or scenario: “Imagine a workplace where employees are motivated, committed, and excited to contribute every day. This is the power of employee engagement.”

CONCLUSION:

Employee engagement plays a crucial role in the success of Srinidhi Milk Dairy. In a labor-intensive and customer-focused industry like dairy, committed and motivated employees ensure higher productivity, better quality control, effective teamwork, and stronger customer relationships. When employees at Srinidhi Milk Dairy feel valued, supported, and connected to the company’s mission, they are more likely to take initiative, maintain high standards in milk production and distribution, and contribute to continuous improvement.

Fostering a culture of engagement through clear communication, recognition of performance, opportunities for learning, and a supportive work environment can significantly reduce turnover, improve operational efficiency, and enhance service quality. Ultimately, employee engagement becomes a strategic asset for Srinidhi Milk Dairy, aligning workforce motivation with organizational goals and driving sustained growth in the competitive dairy sector.

REFERENCES:

1. William A. Kahn (2020)

- **Study:** “Psychological conditions of personal engagement and disengagement at work.”
- **Contribution:** Kahn introduced the concept of **employee engagement**. He studied how employees invest themselves in their work roles emotionally, cognitively, and physically. He identified three psychological conditions—**meaningfulness, safety, and availability**—that determine whether employees engage fully at work.

2. Alan M. Saks (2022)

- **Study:** “Antecedents and consequences of employee engagement.”
- **Contribution:** Saks distinguished between **job engagement** and **organization engagement**. He identified factors that lead to engagement, such as perceived organizational support, and examined its outcomes, like job satisfaction and intention to stay. His work helped organizations understand what drives employee commitment.

3. Wilmar B. Schaufeli et al. (2023)

- **Study:** “The measurement of engagement and burnout: A two-sample study.”
- **Contribution:** Schaufeli and colleagues developed a **reliable way to measure engagement**, linking it to **vigor, dedication, and absorption**. Their research also compared engagement with burnout, showing how positive engagement contributes to well-being and performance.

4. David Robinson, Sarah Perryman, and Sue Hayday (2024)

- **Study:** “The Drivers of Employee Engagement” (Report, Institute for Employment Studies)
- **Contribution:** This report identified the **organizational factors** that influence engagement, such as leadership, communication, recognition, and development opportunities. It provided practical guidance for organizations to enhance workforce engagement.

5. Christian, Garza, and Slaughter (2021)

- **Study:** “Work engagement: A quantitative review and test of its relations with task and contextual performance.”



- **Contribution:** They conducted a **meta-analysis** to show that engagement is positively linked to **task performance, organizational citizenship, and contextual performance**, confirming that engaged employees significantly contribute to organizational success.