



A STUDY ON EMPLOYEE ENGAGEMENT IN AN AUTO COMPONENTS INDUSTRY

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Abstract

An organization's productivity is measured not in terms of employee satisfaction but by Employee Engagement. Employees are said to be engaged when they show a positive attitude toward the organization and express a commitment to remain with the organization. Questionnaire is framed with the help of the factors of employee engagement activities. The research design adopted for this study is descriptive design. The sampling technique used in this research is stratified random sampling. A questionnaire comprising of items on a 5-point scale was used to capture the attitude of employees about the organization and the data was analyzed using Percentage analysis, weighted average method and Chi-square analysis. The result reveals that the engagement level of employees is at a moderate level. So the organization needs to pay more attention to the employee engagement which is crucial for their motivation and improving performance.

Key Words: *Employee Engagement, Attitude, Performance improvement, Productivity.*

Introduction

Employee engagement is a property of the relationship between an organization and its employees. An "engaged employee" is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. An organization with 'high' employee engagement might therefore be expected to outperform those with 'low' employee engagement, all else being equal. There are, however, a range of definitions that have emerged around concepts relating to employee engagement. Research has looked at the involvement, commitment and productivity of employees.

Definition

"The individual's involvement and satisfaction with as well as enthusiasm for work A heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort to his or her work".

Objectives of The Study

1. To study the effectiveness of employee engagement with reference to an Auto components industry
2. To know the factors that influence Employee Engagement activities
3. To examine the importance given by employees to their work and the level of their satisfaction.

Research Methodology

The primary instrument used in the study is "questionnaire". A questionnaire is a search instrument consisting of a series of questions and other prompts for the purpose of gathering information from respondents. The primary data are those which are collected for the purpose of a specific inquiry or study. Such data is original in character and is generated by survey conducted by individuals, or research institution, or an organization. The various sources for collecting primary data are questionnaire, observation, interview, consumer panels etc. the primary source used for this study is questionnaire. Primary data are collected from the employees of an Autocomponents company by circulating a structured questionnaire among them.

Literature Review

Catherine Truss (2013), the development of mainstream human resource management (HRM) theory has long been concerned with how people management can enhance performance outcomes. It is only very recently that interest has been shown in the parallel stream of research on the link between employee engagement and performance, bringing the two together to suggest that engagement may constitute the mechanism through which HRM practices impact individual and organisational performance. However, engagement has emerged as a contested construct, whose meaning is susceptible to 'fixing, shrinking, stretching and bending'. It has furthermore not yet been scrutinised from a critical HRM perspective, nor have the societal and contextual implications of engagement within the domain of HRM been considered.

MS.J.Josephine Virginia Sharmila (2013), Employee engagement is the level of commitment and involvement an employee has towards his 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. Thus it is a barometer that determines



the association of a person with the organization. In the era of cut throat competition and globalization, organisations have realized the importance of making their employees feel fully connected to their organization and to be passionate about their job. Engaging employees is crucial to satisfying and understanding the organization's customers. This has a measurable and direct impact on productivity, talent retention, financial results and customer satisfaction.

Shilpa roy .P (2013), Organisations are under increasing pressure to improve performance and maximise the contribution of every employee. Employee engagement has become an attractive business proposition. The triple bottom line consists of three Ps: profit, people and planet. It aims to measure the financial, social and environmental performance of the corporation over a period of time. People are the most important asset of every organisation. Most of the studies suggest that employee engagement improves the bottom line in almost every instance and it is well worth all organizational efforts to actively engage employees. Engaged employees have an impact on productivity and financial performance .

When not addressed, the number of non-engaged and disengaged employees in the workplace offers an alerting signal for many employers. . Efficient leadership and effective management can take place if emerging paradigm like employee engagement is appropriately understood and put into practice. Employee engagement starts at the first step i.e. recruitment of an employee to the last step i.e. retirement .The HR Practices of an organisation play the most major role in helping the employees walk the extra mile. Effective employee engagement is the key component for improved organizational performance.

Swathi (2013), Employee Engagement is the extent to which employee commitment, both emotional and intellectual, exists relative to accomplishing the work, mission, and vision of the organization. Engagement can be seen as a heightened level of ownership where each employee wants to do whatever they can for the benefit of their internal and external customers, and for the success of the organization as a whole.

Ali Abbaas Albdour¹ and Ikhlas I. Altarawneh (2014), The purpose of this paper is to investigate the relationship between the two measurements of employee engagement (job engagement and organizational engagement) and organizational commitment measured by three key measurements which are: affective (emotional) commitment; continuance (maintenance) commitment; and normative commitment, that is in the context of Jordanian banking sector. This study uses a non-probability sampling technique specifically of quota and convenience sampling.

A survey self-administrated questionnaire was distributed on a sample of 336 frontline employees of banks in Jordan. Our findings show that frontline employees who have high job engagement and organizational engagement will have high level of affective commitment and normative commitment. On the other hand, high employees' job engagement can meaningfully affect employees' continuance commitment. This study has made significant contributions to the knowledge academically and practically. Explicitly, this study fills the gap in the literature of employees' engagement and commitment and their impact on organizational overall performance.

Dharmendra Mehta 1 Naveen K. Mehta (2014), Motivated and engaged employees tend to contribute more in terms of organizational productivity and support in maintaining a higher commitment level leading to the higher customer satisfaction. Employees Engagement permeates across the employee-customer boundary, where revenue, corporate goodwill, brand image are also at stake. This paper makes an attempt to study the different dimensions of employee engagement with the help of review of literature.

Manish Gupta, Shirshendu Ganguli, and Abhilash Ponnam (2015), the objective of this study is to explore factors that affect employee engagement in financial offshore organizations in India. Sixty employees involved in off shoring financial services were interviewed. Thematic analysis was used to analyze data collected in the study. Three main themes were identified: (1) implicit benefits, (2) organizational culture and (3) organizational policies. The findings of this study are important due to their practical implications. First, the factors will encourage employers to make more employee friendly policies, and second, by resolving the employee issues raised in this paper, it is anticipated that the employers will be able to enhance the overall efficiency of their workforce & improve the employer-employee relationship.

Result & Discussion

Table 1. Demographic profile of the respondents

Variables with Category	Respondents	
	No.	%
Age		
< 20	85	30.4
20-25	69	24.6
25-30	61	21.8
> 30	65	23.2
Total	280	100.0
Gender		
Male	128	45.7
Female	152	54.3
Total	280	100.0
Educational Qualification		
SSLC	74	26.4
Hsc	67	23.9
Diploma	72	25.7
UG	49	17.5
PG	18	6.4
Total	280	100.0
Experience		
<1year	55	19.6
2-5years	66	23.6
5-10years	96	34.3
10-15years	63	22.5
Total	280	100.0

Table No.5 Table showing respondents opinion about employee engagement activities conducted in organization:

Opinion	Frequency	Percent
Communication activities	44	15.7
Team building activities	79	28.2
Reward schemes	68	24.3
All the above	51	18.2
None	38	13.6
Total	280	100.0

Interpretation

It is observed that 28.2% of the respondents have said team building activities, 24.3% of the respondents said reward schemes, 18.2% of the respondents said all the above, 15.7% of the respondents said communication activities and 13.6% of the respondents are none about the engagement activities of an organisation.

Table No.6 Table showing respondents opinion about the superior friendly working relationship

Opinion	Frequency	Percent
Strongly agree	57	20.4
Agree	62	22.1
Neutral	56	20.0
Strongly disagree	49	17.5
Disagree	56	20.0
Total	280	100.0

Interpretation

From the above table, it is inferred that 22.1% of the respondents are agree, 20.4% of the respondents are strongly agree, 20% of the respondents disagree, 20 % of the respondents are neutral and 17.5% of the respondents are strongly disagree about the superior will be having a friendly working relationship.

Table no 7 Respondents opinions about the gender and feedback session about progress after the engagement activities

Opinion	Observed N	Expected N	Residual
Strongly agree	84	56.0	28.0
Agree	45	56.0	-11.0
Neutral	63	56.0	7.0
Strongly disagree	39	56.0	-17.0
Disagree	49	56.0	-7.0
Total	280		

Result

For an association the difference between the two variables, the significant value must be less than 0.05. Therefore Ho is accepted. Hence there is an association between gender of the respondents and the feedback session about progress after the engagement activities.

Conclusion

The study on Employee engagement activities reveals that the engagement level of employees is at a moderate level. But, there are certain areas that need to be improved in order to make the employees feel engaged as far as their jobs are concerned. Employee engagement leads to increased productivity, retention, client trust and profitability. Employees who believe that their employer cares about their health and wellbeing are more likely to be loyal and stay in their work for longer. This can bring huge gains for employers who deliver more effectively through increased productivity and performance and can reduce worker turnover, sickness absence and recruitment cost. When a person values a particular aspect of a job, his engagement is more greatly affected both positively and negatively, compared to one who doesn't value the aspect. Serious consideration and review of these factors by the management may help in making certain improvements in these areas. Actions taken on the same could lead to an increased level of morale, loyalty, productivity and engagement among employees in the organization.

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