



“A Study on Employee Engagement with Special Reference to Hosur Private Industries”

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ABSTRACT

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. Proper attention on engagement strategies will increase the organizational effectiveness in terms of higher productivity, profits, quality, customer satisfaction, employee retention and increased adaptability. This project focuses on the need for such employees, how their presence can improve the progress, work efficiency of the organization as a whole, various factors which lead to employee engagement and what should company do to make the employees engaged. A structured questionnaire with 16 statements was administered to various employees the organisation. Aspects such as



meaningfulness of tasks within the role, aspects of feelings towards the role and the level of employee satisfaction with aspects such as working environment, co-workers and management. The collected data was analysed by using various statistical tools like weighted average, and rank correlation analysis. The Findings, Suggestions and Limitations are also highlighted in this study. Also focuses on the challenges faced by the HR managers to improve employee engagement for an organization's survival. The dissertation aims to measure engagement and look at the areas where management interventions can be implemented to increase the overall level of employee engagement.

Key words: Productivity, Customer satisfaction, Employee retention, Effectiveness, co-workers, Measure Engagement, management interventions.

CHAPTER - 1

INTRODUCTION

1.1. Introduction to the Study

Employee engagement has emerged as a popular organizational concept in recent years. It is the level of commitment and involvement of an employee towards the 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. Employee engagement develops positive attitude among the employees towards the organization. Employee engagement is a complex equation that reflects each individual's unique, personal relationship with work. The term means different things to different organizations. Some equate it with job satisfaction, some by gauging employee's Emotional



commitment to their organization but a conclusive nature and definition of the same cannot be obtained.

To make an effort it can be defined as aligning employees 'values, goals, and aspirations with those of the organization in the best method for achieving the sustainable employee engagement requires for an organization to reach its goals. Employee engagement also called work engagement or worker engagement is a business management concept. An engaged employee's one who is fully involved in, and enthusiastic about, his or her work, and thus will act in a way that further their organization's interest.

Employee engagement is a level of commitment and involvement employees have towards their 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 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. Employees fully understands and is committed to achieve the organization's objectives. The organization respects the personal aspirations and ambitions of its employees. It is seen largely the organization's responsibility to create an environment and culture conducive to this partnership.

Categories of Employee Engagement

Engaged: "Engaged" employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They



want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward

Not Engaged: "Not-engaged" employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. Employees who are not -engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this

Disengaged: The "actively disengaged" employees are the "cave dwellers." Actively they're "Consistently against Virtually Everything." They're not just unhappy at work they're busy acting out their unhappiness .They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged co-workers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning.

Importance of employee engagement

Employee engagement is the sum total of the work place behaviour demonstrated by the people. Such behaviour is characterized by:

- Belief in the organization
- Drive to work to make things better
- Understanding of business context
- Respect and support for others
- Desire to learn new skill



The level of employee engagement affects key results such as sales, customer satisfaction, innovation and employee turnover, an engaged workforce is capable of delivering sustained differentiation and a significant competitive advantage.

1.2 Statement of the problem

Employee retention will become an increasing challenge for employers as we move out of the recession. As we move into a more candidate driven market, this trend is likely to accelerate. Our findings indicate that this problem is being exacerbated by the misrepresentation of job role or company culture, leading to the dissatisfaction of new hires and also already working people. Meanwhile, employee engagement is proving equally challenging. Now, more than ever before, we're seeing the role of the individual line manager proving critical in determining the happiness and success of each employee in the workplace. As organizations pay more attention to employee engagement and HRD professionals are increasingly asked to play a role in the development of engagement strategies, research about employee engagement eludes the HRD professional. The gap in knowledge between the needs of organizations and the ability for professional to respond effectively is problematic for HRD as well as for the organizations that employ them.

1.3. Objectives of the study

1. To analyses the employees' involvement towards their work.
2. To find out the satisfaction level of the employees towards their work.
- 3 .To understand the opinions of the workers about their co-workers relationships in the Working environment.



4. To give a valuable suggestions to the organization to increase the employee engagement For business development.

1.4. Scope of the study

Employee engagement is the emotionally and positively attached with an employee towards the organization, so with the help of this project we will be able to know the Degree of the engagement employee in work and we can find the ways to increase the engagement level in the organization which will definitely be helpful employer as well as employee. This study is confined to this particular organisation and it will suitable for the other organisations.

1.5. Limitations for the stud

1. Time provided for the project is every limited
2. Employee fear to convey the fact for the questionnaires
3. Employee mindset keep changing now and then

CHAPTER II

2.1.REVIEW OF LITERATURE

Kahn (1990)¹ developed a definition of engagement to include the simultaneous employment and expression of a person's preferred self in task behaviours that promote connections to work and to others, personal presence (physical, cognitive, and emotional) and active, full performances.

Maslach et al. (2001)² employee engagement is a persistent positive affective state, characterized by high levels of activation and pleasure. Engagement can be measured using scores on the burnout measurement scale called the Maslach Burnout Index (MBI). Low



scores on exhaustion and cynicism and high scores on efficacy on the MBI indicate each of the three characteristics of job engagement: energy, involvement, and efficacy.

Harter, Schmidt, and Hayes (2002)³, the empirically based Gallup researchers published one of the earliest and most definitive portions of practitioner literature on employee engagement and were the first to look at employee engagement at the business unit level.

Robinson et al (2004)⁵ defines engagement as a positive attitude held by the employee towards the organization and its values. According to them, an engaged employee is aware of the business context, works with colleagues to improve performance within the job for the benefit of the organization.

IES(2004)⁶ a positive attitude held by the employee towards the 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. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.

DDI (2005)⁷ defines Employee Engagement as the extent to which people value, enjoy and believe in what they do.

Little and Little (2006)⁸ have tried to unravel the construct of employee engagement. They have addressed several key issues like
Attitude or behavior Individual or group phenomenon Relationship with constructs
Measurement issues of the construct



Saks (2006)⁹ defined employee engagement as a distinct and unique construct that consists of cognitive, emotional, and behavioural components that are associated with individual role performance. Saks has conceptualized using Social Exchange Theory. The SET provides a theoretical foundation to explain why employees choose to become more or less engaged in their work and organization.

Simpson (2008)¹⁰ Engagement has been mainly discussed in the context of four categories, namely personal engagement, burnout/engagement, work engagement and employee engagement.

Macey and Schneider (2008)¹¹ looked at engagement attitudinally and behaviourally. They distinguished three broad conceptualizations of employee engagement, namely state, trait, and behavioural engagement.

Shuck & Wollard, (2010)¹² distinctly defined employee engagement as an individual employee's cognitive, emotional, and behavioural state directed toward desired organizational outcomes.

Bhatla (2011)¹⁵ focused on the need for such employees and how their presence can improve the progress and work efficiency of the organization as a whole. Also focused on the challenges faced by the HR managers to improve employee engagement for an organization's survival.

Shashi (2011)¹⁶ reinforced the importance of employee communication on the success of a business. She revealed that an organization should realize the importance of employees, more than any other variable, as the most powerful contributor to an organization's competitive position.

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Bijaya KumarSundaray (2011)¹⁷ focused on various factors which lead to employee engagement and what should company do to make the employees engaged. Proper attention on engagement strategies will increase the organizational effectiveness in terms of higher productivity, profits, quality, customer satisfaction, employee retention and increased adaptability.

Singh & Shukla (2012)¹⁹ tried to find out what variables are significant to create an engaged workforce. The study was exploratory in nature and the data has been collected from a tin manufacturing organization.

Rurkkhum and Bartlett (2012)²⁰ elucidated the relationship between employee engagement and organizational citizenship behaviour (OCB) in a study conducted in Thailand and found support for positive relationships between every component of OCB and engagement.

Employee engagement can be conceptualised as the highest level of involvement of emotional, personal and cognitive energy of an individual towards work related activities which helps the individual to attain the individual goals sketched by the organisations for the individuals and finally helping the organisation to attain its outcomes.

Common to all these definitions is the idea that employee engagement is a desirable state, having an organizational purpose. It connotes involvement, commitment, passion, dedication and enthusiasm at work.



RESEARCH METHODOLOGY

2.2. INTRODUCTION

Research Methodology is a way to systematically solve the research problem. It is a plan of action for a research project and explains in detail how data are collected and analysed. Research methodology may be understood as a science of studying how research is done scientifically. It can cover a wide range of studies from simple description to the construction of sophisticated experiment.

A clear objective provides the basis of design of the project. Since the main objective of this study is to identify the employee involvement, satisfaction, co-worker relationships. It was decided to use descriptive research design include, surveys and fact-finding enquires of different kinds, which found out to be the most suitable design in order to carry out the project.

MEANING OF RESEARCH

Research is an art of scientific investigation. The advance learner's dictionaries of current English lay down the meaning of research as, a careful investigation (or) inquiry through search for new facts in any branch of knowledge. Red man and Marry research as a systematic effort to gain knowledge

RESEARCH DESIGN

The most important part of the research is the research design. It is the specification of the methods and procedures for acquiring the information needed to structure or solve problems. It is the overall operational pattern or framework of the project that stipulates what information is to be collected, from which source and with what procedures.



The study is a descriptive research.

POPULATION OF THE STUDY

The population of this study is 350 employees.

SAMPLING PROCEDURE

A sample design is a definite plan for obtaining a sample from given population. It refers to the technique or procedure the researcher would adopt in selecting items for the samples.

SAMPLING METHOD

The simple random sampling method was adopted because it is easy for reach the sample participants; however, the researchers acknowledge that this type of probability sampling method will provide little opportunity to control for biases.

Sample Size: 120

METHODS OF DATA COLLECTION

- **Primary Data:** Primary data are collected through questionnaires from the selected respondents.
- **Secondary Data:** Secondary data are collected from internet, journals, books, project reports and web sites.

STATISTICAL TOOLS

The following statistical techniques have been used for the study

1. Weighted Average.
2. Rank correlation method
3. Percentage analysis:



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4. Weighted average method

CHAPTER III

DATA ANALYSIS AND DISCUSSION

4. Weighted average method

TABLE – 4. LEVEL OF SATISFACTION TOWARDS DOING GOOD JOB

PARTICULARS	HS	S	N	DS	HDS	TOTAL	$\Sigma XW / \Sigma W$	RANK
RECOGNITION	10	59	30	21	0	418	27.87	1
SALARY INCREMENT	0	11	13	61	35	240	16	4
ENCOURAGEMENT	12	47	31	18	12	389	25.93	2
PROMOTION	0	12	16	71	21	259	17.27	3

Source: Primary Data

Method: Weighted Average Method



Interpretation: It is inferred from the above table Recognition gets the highest value (27.87). It's received by most of the employees doing good job. Salary Increment gets the lowest value (16). It's is not received by employees doing good job.

CHAPTER -IV

4.1 FINDINGS

1. It observed that the respondents 63% are male.
2. From the analysis, the respondents 35% are come under the age group of 21 to 25 years.
3. It shows that respondents 57.5% are unmarried.
4. From the analysis, the respondents 49% are qualified with HSC/Diploma level.
5. It observed that respondents 36% are experienced with the range of 1 to 5 years.
6. From the analysis respondents 34% are earning from 8001 to 12000 rupees per month.
7. Majority of the respondents 77.5% believe that the company helped them to enable tools for doing their job effectively.
8. The respondents 72.5 % are inspired by their manager/superior.
9. The respondents 43% believe that their supervisor at work seems to care about them as a person.
10. The respondents 43% are believed that they are committed to do quality work every day.
11. 60% of the respondents has real involvement in job



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12. The respondents 42% believe that the company helped them to build their skills, providing training that is valuable to them.
13. The respondents 44 % unbiased with coming to the work at every morning.
14. The respondents 58% dislike the progress process followed in the company.
15. The respondents 55% dislikes the pay and benefits system followed in the company.
16. The respondents 52% not willing to work for next 2 years in the same organization.
17. The respondents 47% dissatisfied with the grievance processes followed in the company

4.2. FINDINGS FROM WEIGHTED AVERAGE METHOD

Recognition is the highest value (27.87) in the table. It's received by most of the employees doing good job. Salary Increment is the lowest value (16) in the table. It's is not received by most of the employees doing good job.

4.3 FINDINGS FROM RANK CORRELATION

Analysis output $r = 0.8$. The value is between -1 to 1 . A perfect Spearman correlation of $+1$ or -1 not occurs when each of the variables is a not perfect monotone function of the other.

4.4. SUGGESTIONS

An employer should focus on increasing the employee pay and benefits. An employer of choice should focus more on grievance process followed in the company. It observed that the employees should be given more flexible way of delivering the best in their own method & way. It observed that to make the employees feel that their contribution is very important & valuable to their company. The company should provide awareness



program to the employees regarding this involvement. The company should provide more bus facilities to reduce morning tension. The company should provide more quality training to improve the quality work commitment .The company provide the better pay and benefits I like more increment to like the work more. The company should provide promotion and salary increment. The trust of the information the employee receiving from the immediate supervisor should be increased for the better employer and employee relationship.

4.5.CONCLUSION

With this effect every organization should understand the importance of engaged employees and they should implement the different policies for the effective employee engagement in the organization. With the help of this study I found that RPL COMPANY has an effective engaged staffs which will defiantly help the organization to grow in this organization.

This company employee engagement is good but still if the increase the facilities the employees are expecting still they can work with more interest which will automatically increase the employee engagement.

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