

A Study on Employee Engagement with Special Reference to Sueeraa Alloys Global Private Limited, Coimbatore.

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Abstract: Employee engagement is the thus the level of commitment and involvement an employee has 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 organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Thus Employee engagement is a barometer that determines the association of a person with the organization. The present study is conducted to measure the level of employee engagement at Sueeraa Alloys Global Private Limited. The outcome of the study shows that, nearly half of the respondents are satisfied with the working environment and it reflects in the level of employee engagement. Effective employee engagement strategies are required to be imparted to improve the level of employee engagement at Sueeraa Alloys Global Private Limited.

Keywords: Employee Engagement

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I. Introduction

Engagement at work was conceptualized by Bernardin H(2003) as the ‘harnessing of organizational members’ selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. The second related construct to engagement in organizational behavior is the notion of flow advanced by Miller D and Lee R (2001) defines flow as the ‘holistic sensation’ that, people feel when they act with total involvement. Flow is the state in which there is little distinction between the self and environment. When individuals are in Flow State little conscious control is necessary for their actions.

Engagement is most closely associated with the existing construction of job involvement (Bagali, 2001). Job involvement is defined as ‘the degree to which the job situation is central to the person and his or her identity. Punia B. K (2004) maintained that job involvement is a ‘Cognitive or belief state of Psychological identification. Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus job involvement results form a cognitive judgment about the needs satisfying abilities of the job. Jobs in this view are tied to one’s self-image. Engagement differs from job in as it is concerned more with how the individual employees his/her self during the performance of his / her job. Furthermore engagement entails the active use of emotions. Finally engagement may be thought of as an antecedent to job involvement in that individuals who experience deep engagement in their roles should come to identify with their jobs. HR practitioners believe that the engagement challenge has a lot to do with how employee feels about the about work experience and how he or she is treated in the organization(Robert, 2003). It has a lot to do with emotions which are fundamentally related to drive bottom line success in a company. There will always be people who never give their best efforts no matter how hard HR and line managers try to engage them. “But for the most part employees want to commit to companies because doing so satisfies a powerful and a basic need in connect with and contribute to something significant”.

II. Review of Literature

Branham, L. et al (2005) A study an "Employee Engagement: The Key to Improving Performance "Employee engagement is a vast construct that touches almost all parts of human resource management facets we know hitherto. If every part of human resources is not addressed in appropriate manner, employees fail to fully engage themselves in their job in the response to such kind of mismanagement. The construct employee engagement is built on the foundation of earlier concepts like job satisfaction, employee commitment and Organizational citizenship behavior. Though it is related to and encompasses these concepts, employee

engagement is broader in scope. Employee engagement is stronger predictor of positive organizational performance clearly showing the two-way relationship between employer and employee compared to the three earlier constructs: job satisfaction, employee commitment and organizational citizenship behavior. Engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going extra mile beyond the employment contractual agreement.

Jeyavelu S (2003), A study an " Employee Engagement predictors: A study at GE Power &Water " The findings of the study confirm infrastructure, cross functional discussions , communication & interaction with the corporate office employees , reflection on the feedbacks and proper support and orientation through induction programs, to foster employee engagement, and inadequate interaction with peers from other locations/offices, lack of accountable response from the corporate office for issues including dearth of personnel, employee facilities , deficient communication regarding seminars, workshops, and other training sessions from the corporate office , and inadequate visits by the business team to be the stumbling blocks to better employee engagement. A relatively higher level of these impediments was confirmed in the offices at the remote, off-site locations. Contrary to the already existing research conviction that the longer employees stay with an organization the less engaged they become, the experience / tenure in the organization had a positive significant relationship with employee engagement factors Implications for future research and management practice have also been discussed.

Basudeva Sahoo (2008) A study an "employee engagement in two indian business "The study helped identify some predictors of employee engagement whose perceived levels varied for the executives of the two organizations, as mentioned in the beginning of this study We find it reasonable to observe that these predictors may play an important role in determining levels of employee engagement in the Indian context. On the basis of the factors identified and based on our interviews with several practitioners from the industry, we recommend the following practices at the workplace for enhanced employee engagement and commitment. Firstly, the organization should make it possible for the workers to contribute adequately to the system. This may be done by involving the executives more and more in the decision making process or by providing them more autonomy in their functional areas regarding everyday decisions.

Chetty B.S(2006) A study on "Antecedents and consequences of employee engagement" he conducted a survey among by 102 employees working in a variety of jobs and organizations. The average age was 34 and 60 percent were female. Participants had been in their current job for an average of four years, in their organization an average of five years, and had on average 12 years of work experience. The survey included measures of job and organization engagement as well as the antecedents and consequences of engagement. Results indicate that there is a meaningful difference between job and organization. Engagements and that perceived organizational support predicts both job and organization engagement; job characteristics predicts job engagement; and procedural justice predicts organization engagement. In addition, job and organization engagement mediated the relationships between the antecedents and job satisfaction, organizational commitment, intentions to quit, and organizational citizenship behavior.

Anand et al (2007) A study on "Engaging the Aging Workforce: The Relationship Between Perceived Age Similarity, Satisfaction With Co-workers, and Employee Engagement" According to this study Business publications and the popular press have stressed the importance of creating conditions for meaningful employee expression in work roles, also known as engagement. Few empirical studies, however, have examined how individual or situational factors relate to engagement. Consequently, this study examines the interplay between employee age, perceived co-worker age composition, and satisfaction with older (older than 55) and leadership. In addition, two measures were used: the Life Orientation Test Revised (LOT-R) to measure optimism and the Gallup Organisation's Q12 to measure engagement.

In a cross-sectional study of 86 employees and 17 managers in an Information Technology (IT) organization, positive leadership correlated with employee optimism, engagement, and project performance. When we looked at a subset of this data prospectively, with 39 employees and 14 managers, manager optimism predicted project performance. Our data support the claim that positive leadership is correlated with employee engagement and performance, and further extends the importance of optimism in the workplace. Coaching implications are also discussed, in terms of exploring how coaching psychologists can work with executives to develop

Objectives of the study

- To study the level of employee engagement at Sueera Alloys Global Private Limited.
- To study the various factors that determines employee engagement at Sueera Alloys Global Private Limited.

- To provide suitable suggestions for improving Employee Engagement at Sueera Alloys Global Private Limited.

III. Research Methodology

Primary data are the data directly collected from the respondents by using any structured methodology. The researcher also collected primary data using a structured questionnaire. A Sample design is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure the researcher would adopt in selecting items for the sample. Sampling design in this research includes the sampling method, sampling units and sampling size. For the purpose of study, simple random sampling method was used.

Findings

- 30% of the respondents belong to age group between 36-40 years.
- 32% of the respondents are completed their Diploma.
- 24% of the respondents belong to experience between 16-20 years.
- 54% of the respondents getting remuneration above Rs.10,000.
- 22% of the respondents agreed that they have opportunities at work place.
- 38% of the respondents are highly satisfied with the infrastructure.
- 20% of the respondents felt that their supervisors are satisfied with their performance.
- 20 % of respondent felt that their suggestions are recognized frequently.
- 34% of the respondents felt that they have career development opportunities highly satisfied at workplace.
- 36% of the respondents are agreed that all the celebration have been conducted at work place.
- 44% of the respondents are satisfied with the relief program.
- 62% of the respondents have agreed that they have been given adequate information.
- 32% of the respondents agreed that they have good rapport with their co-worker.
- 46% of the respondents agreed that they have freedom to improve their knowledge.
- 46% of the respondents have agreed that they have better communication with the management.
- 54% of the respondents have agreed that the work environment is happy.
- 56% of the respondents were satisfied at Sueera alloys global private limited.

Hypothesis

H₀: There is no significant relationship between Remuneration and the Age of the respondents

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	42.137 ^a	8	.000
Likelihood Ratio	40.093	8	.000
Linear-by-Linear Association	24.316	1	.000
N of Valid Cases	50		

a. 11 cells (73.3%) have expected count less than 5. The minimum expected count is .36.

Interpretation

The above table shows that the result of the chi-square calculated to find whether is significant relationship between Remuneration and the Age of the respondents .As the $p=0.000$, less than level of significance of 0.05, so we reject the null hypothesis and conclude that there is significant relationship between remuneration and the age group of the respondents.

Table showing the Relationship between Remuneration and the recognition given by the Management

Correlations			
		Remuneration	Suggestion about the recognition given by the management
Remuneration	Pearson Correlation	1	.139
	Sig. (2-tailed)		.335
	N	50	50
Suggestion about the recognition given by the management	Pearson Correlation	.139	1
	Sig. (2-tailed)	.335	
	N	50	50

Interpretation

The above table shows the result of the correlation calculated to find whether, significant relationship between Remuneration and the recognition given by the management is. As the $p=0.139$, greater than level of significance of 0.05 There is no relationship between Remuneration and recognition of the respondents.

Recommendation

- Involve employees in the business planning process
- Encourage knowledge sharing in a creative way
- Companies adopt a more focused organisational approach to improving employee engagement.
- Providing engagement awareness training for all levels of supervision and management to explain the importance of engagement, the benefits of high levels of engagement, and the barriers to engagement.
- Carrying out a full review of communication to develop strategies and tactics that serve to enhance engagement, such as coverage of employee awards events, recognition stories, case studies, and recognising employee achievements.
- Implementing worker involvement programmes to facilitate engagement.

IV. Conclusion

Employee engagement is the buzz word term for employee communication. It is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts organization in many ways. Employee engagement emphasizes the importance of the communication on the success of the business. An organization should thus recognize employees more than any other variable, as powerful contributors to a company's competitive position. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action.

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