

# A Study On Effectiveness Of Employee Engagement In Automobile Professional With Special Reference To Pondicherry

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**Abstract:** *Employee Engagement is the level of commitment and involvement an employee has towards their organization and its value. An Engaged Employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitudes held by the employees towards the organization and its value. The paper focuses on how Employee Engagement is antecedent of job involvement and what should company do to make the employees engaged. This study is descriptive in nature with the sample size of 125. Primary data was collected through Structured Questionnaire from the employees of Automobile Industry. Statistical tools used are correlation and one way –ANOVA. The outcome of the of the study is that the Employees of automobile Industry are engaged in their work based on Work Place Satisfaction , Organization Culture, Safety, benefits , Development Programs and Communication provided by the management.*

**Keywords:** *Employee Engagement, Commitment, Involvement*

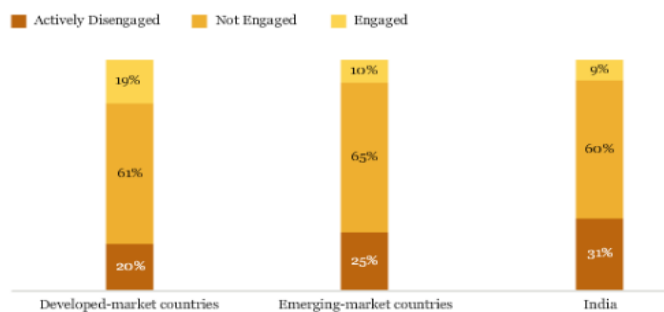
## I. INTRODUCTION

Employee Engagement is the emotional attachment employees feel towards their place of work, job role, position within the company, colleagues and culture and the affect this attachment has on well being productivity. Employee engagement is a property of the relationship between an organisation and its employees. An “engaged employees” is defined as one who fully absorbed by and enthusiastic about their work and so takes positive action to further the organization reputation and interest. According to Kevin Kruse (2015) Employee Engagement is defined as “The emotional commitment the employee has to the organisation and its goals” Michael Shuck and Karen Wallard (2011) “An emergent and working condition as a positive cognitive, emotional, and behavioural state directed towards organizational outcomes” William Kahn (1990) “An Employee Engagement is the harnessing of organization member’s selves to their roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance”

According to Gallup Consultancy Group (2004) The Categories of Employee Engagement are three Types of People: Engaged, Not Engaged, and Actively Disengaged.

## II. INDIA’S EMPLOYEE ENGAGEMENT CHALLENGE

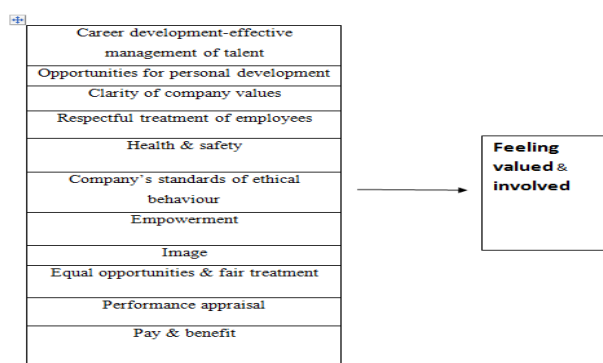
Low levels of Employee Engagement present a looming challenge to emerging- market countries. Gallup’s analysis of Employee Engagement in 23 emerging markets reveals that about one in 10 employees are engaged at work – nearly half the proportion found across 23 developed market countries. This challenge is even more pronounced in India, where only about one in 10 employees are engaged, while about three in 10 are actively disengaged.



NOTE: Countries are classified as emerging markets or developed markets according to their current placement in the MSCI Developed-Market and Emerging-Market indices. Data are from 2011 and 2012.

Source: Steve Crabtree (2013), Gallup Consultancy Group.  
Figure 1

### III. FACTORS LEADING TO EMPLOYEE ENGAGEMENT KEVIN (2015)



Career development – opportunities for personal development

Organization with high levels of engagement provides employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their potential. When companies plan for the career paths of their employees and invest in them in this way their people invest in them.

#### EFFECTIVE MANAGEMENT OF TALENTS

Career development influences Engagement for Employees and retaining the most talented employees and providing opportunities for personal development.

#### CLARITY OF COMPANY VALUES

Employees need to feel that the core values for which their companies stand are unambiguous and clear.

#### RESPECTFUL TREATMENT OF EMPLOYEES

Successful organization show respect for each employee's qualities and contribution- regardless of their job level.

#### COMPANY'S STANDARDS OF ETHICAL BEHAVIOUR

A company's ethical standards also leads to engagement of an individual.

#### EMPOWERMENT

Employees want to be involved in a decisions that affect their work. The leaders of high-engagement workplaces create a trustful and challenging environment, in which employee are encouraged to dissent from the prevailing orthodoxy and to input and innovate to move the organization forward.

#### IMAGE

How much employees are prepared to endorse the products and services which their company provides its customers depends largely on their perceptions of the quality of those goods and services.

#### EQUAL OPPORTUNITIES AND FAIR TREATMENT

The Employees Engagement levels would be high if their bosses (superior) provide equal opportunities for growth and advancement to all employees.

#### PERFORMANCE APPRAISAL

Fair evaluation of an employee's performance is an important criterion for determining the levels of Employee Engagement. The company which follows an appropriate performance appraisal techniques will have high levels of employee engagement.

#### PAY AND BENEFITS

The company should have a proper pay system so that the employees are motivated to work in the organization. In order to boost his engagement levels the employees should also be provided with certain benefits and compensations.

#### HEALTH AND SAFETY

Research indicates that the engagement levels are low if the employees does not feel secure while working. Therefore every organization should adopt appropriate methods and systems for the health and safety of their employees.

#### JOB SATISFACTION

Only a satisfied employee can become an engaged employee. Therefore it is very essential for an organization to see it that the job given to the employee matches his career goals which him enjoy work and he would ultimately be satisfied with his job.

#### COMMUNICATION

The company should follow the open door policy. There should upward and downward communications with the use of appropriate communication channels in the organizations. If the employees is given in the decisions making and has the right to be heard by his boss than the engagement levels are likely to be high.

## FAMILY FRIENDLINESS

A person's family life influences his work life. When an employee realize that the organization is considering his family's benefits also, he will an emotional attachment with the organisation which leads to engagement.

## CO-OPERATION

If the entire organization workers together by helping each other i.e. all the employee as well as supervision co-ordinate well than the employees will be engaged.

## IV. REVIEW OF LITERATURE

SCHMIDT ET AL (1993) defined, An "Engaged Employee" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interest. Employee engagement is also called worker engagement, is a business management concept. A modernization version of job satisfaction, Schmidt et al.'s influential definition of engagement was "an employee's involvement with, commitment to, and satisfaction with work. Employee engagement is a part of employee retention". "The degree to which an employee is emotionally bonded to his/her organization and is passionate about the work that really matters".

RIGHT MANAGEMENT (2006) states that, Engagement as every person in the organization understanding and being committed to the success of the business strategy, and that this goes beyond more than just simple job satisfaction and incorporates aspects of commitments, pride and advocacy about the organization's products and brand. Whilst the onus is on the organization to manage communication effectively to involve employees and align them with the organization, this clearly requires input and feedback from employees as well to make process work.

CIPD ANNUAL SURVEY REPORT (2006) defines engagement in terms of three dimensions of Employee Engagement:

Emotional Engagement – being very involved emotionally in one's work;

Cognitive Engagement – focusing very hard whilst at work; and

Physical Engagement – being willing to go the extra mile for your employer.

JACK WELCH (2003) state that the Employee Engagement, "The best companies now know, without a doubt, where productivity – real and limitless productivity – comes from. It comes from challenged, empowered, excited, rewarded teams of people. It comes from engaging single mind in the organization, making everyone part of the action, and allowing everyone to have a voice- a role –in the success of the enterprise. Doing so raises productivity not incrementally, but by multiples."

CORPORATE EXECUTIVE BOARD (2004) defines, "Extent to which an employee commits to something or someone in the organization and how long stay as a result of their commitment".

KAHN W.A. (1990) define "The harnessing of organizational members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances".

BAUMRUK (2004) examined that "Employee Engagement has been defined within the confines of emotional and intellectual commitment to the organization or the quantity of discretionary effort".

YANKELOVICH AND IMMERWAHR (1984) defined as the voluntary effort employees provide above and beyond what is required by employees in their job".

ELLIS AND SORENSON (2007) state that, "They inconsistent way in which the term Engagement has been applied by business leaders and human resource professionals over the last 20 years. They highlights the inconsistency of using the term to refers to attitudes or to employees perceptions of specific elements of their work environment or benefits, which they feel have little to do with engagement".

MELCRUM (2005) defines, "Employee Engagement as composing of three areas which are think, act, feel. Think which is cognitive commitments describes an employee's intellectual connection with the company, including their support and belief in the company's objectives. Feel, on the other hand is affective commitment describing a strong emotional connection to the company. The employees feel loyal, devoted and have a sense of belonging and are proud to work for the company. Lastly, act relates to behavioural commitments. Employees act in ways that support the success of the organization. They are willing to stay within the company despite other opportunities and frequently go above and beyond normal expectations to help the company succeed".

SCHNEIDER (2010) "states that Engagement is the illusive force that motivates employees to higher or lower levels of performance. They contend that Employee Engagement is a desirable condition that has an organization purpose and connects involvement. It is the commitment passion, enthusiasm, focused effort and energy so that it has both attitudinal and behavioural component".

GALLUP RESEARCH REPORT(2003) defines, "It takes little persuasion on a theoretical level to convince a business leader, that employees who are more committed or engaged, work harder and smarter, and will be better for the company than those who turn up and do merely what they are obliged to do".

GRATTON (2000) said that "Organization with an inculcated Employee Engagement philosophy within their work environment naturally become counted as best companies to work for since people are put at the heart of the corporate purpose".

BOCKERMAN AND IIMAKUNNAS (2012) defines that, "The Employee Engagement dynamics and resultant human capital interventions and outcomes may vary significantly depending on the industry or region of the model in which you operate. Regardless, one thing is certain employees and their behaviour is at the centre of business or failure. Ensuring that employees invest discretionary effort in the right behaviours will be critical in delivering the business

results needed in conditions of recession, stagnation, or rapid growth”.

ROBINSON, PERRYMAN, AND HAYDAY (2004) says, “Employee Engagement is the positive attitudes held by the employee toward the organization and its value. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefits of the organization”.

MASLACH ET AL (2001) said that, “Employee Engagement as a concept with a sparse and diverse theoretical and empirical demonstrated relevance to the relationship among potential antecedents and consequence of engagement as well as the components of Engagement have of Engagement have not been rigorously conceptualize, much less studied.

## V. PROBLEM AND HYPOTHESIS

Engagement is important for managers to cultivate given that disengagement for alteration is central to the problem of worker’s lack of commitment and motivation. Meaningless work is often associated with apathy and detachment from ones works. In such conditions, individuals are thought to be estranged from their selves. Using a different resource of engagement has linked it to such variables as employee turnover, customer satisfaction- loyalty, safety and to a lesser degree, productivity and profitability.

An organization’s capacity to manage Employee Engagement is closely related to the ability to achieve high performance levels and superior business results.

From the researchers point of view it would fetch a lot of learning regarding the procedures of Employee Engagement in the organization and also suggest ideas to reduce the disengagement of the employee. The study includes various strategies adopted and proposed which provides a clear understanding to the various factors related to the engagement and their interrelationship.

H1: There is significant relationship between the age of the respondents and equal opportunity for employees in organization.

H2: There is significant relationship between the age of the respondents and equal opportunity for employees in organization.

H3: There is relationship between the team co-ordination and equal level of the employees.

H4: There is significance difference between the motivation and development program.

H5: There is significance difference between the career development and equal opportunity for employees in organization.

## VI. RESEARCH METHODOLOGY

The type of research study is Descriptive in nature. Structured Questionnaire was prepared. The items of the questionnaire are taken form Gallup organization (2014), “Kevin Kruse(2015), Michael Shuck and Karen Wallard. (2011) The Sample size is 125. Data was collected from the

Employees of Automobile Industry. Type of sampling is Probability Sampling. Tools used for analysis are Percentage Analysis, Chi- square, Correlation and One-Way ANOVA.

## VII. RESULT AND DISCUSSION

GENDER OF THE RESPONDENTS

	Frequency	Percent	Valid Percent	Cumulative Percent
MALE	121	96.8	96.8	96.8
Valid FEMALE	4	3.2	3.2	100.0
Total	125	100.0	100.0	

Table 1

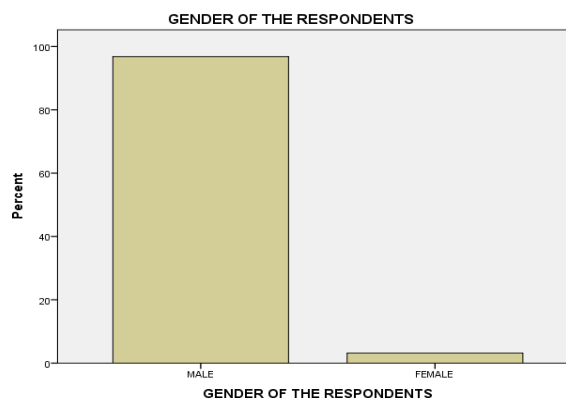


Chart 1

## INFERENCE

It has been inferred from the above table and chart that 96.8% of the respondents are male, 3.2% of the respondents are female.

AGE OF THE RESPONDENTS

	Frequency	Percent	Valid Percent	Cumulative Percent
18 TO 25	32	25.6	25.6	25.6
26 TO 30	23	18.4	18.4	44.0
31 TO 35	41	32.8	32.8	76.8
Valid 36 TO 45	18	14.4	14.4	91.2
ABOVE 45	11	8.8	8.8	100.0
Total	125	100.0	100.0	

Table 2

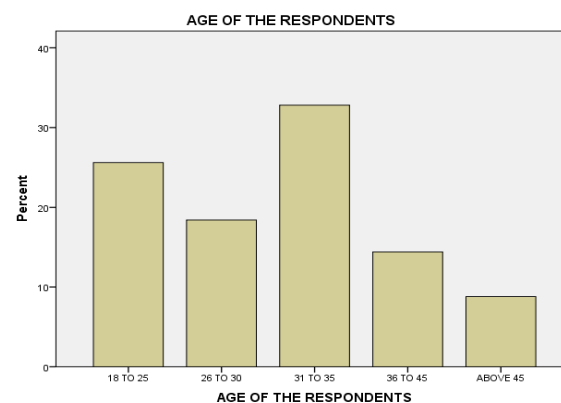


Chart 2

## INFERENCE

It has been inferred from the above table and chart that 25.6% of the respondents are between 18 to 25, 18.4% of the respondents between the age of 26 to 30, 32.8% of the respondents between 31 to 35, 14.4% of the respondents between the age of 36 to 45, 8.8% of the respondents between above 45.

## CHI-SQUARE ANALYSIS

Ho: There is no significant relationship between the age of the respondents and equal opportunity for employees in organization

H1: There is significant relationship between the age of the respondents and equal opportunity for employees in organization.

Test Statistics

	AGE OF THE RESPONDENTS	EQUAL OPPORTUNITY IN ORGANIZATION
Chi-Square	87.375 <sup>a</sup>	390.475 <sup>a</sup>
Df	4	4
Asymp. Sig.	.000	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 82.6.

Table 3

## INFERENCE

From the SPSS, it is generated that the significant value 0.000. Hence, it is inferred that there exist association between the age of the respondents and equal opportunity for employees in organization.

## CORRELATION METHOD

Correlations coefficients are used in statistics to measure how strong a relationship is between two variables.

Ho: There is no relationship between the team co-ordination and equal level of the employees.

H1: There is relationship between the team co-ordination and equal level of the employees.

Correlations

	TEAM CO-ORDINATION IN ORGANIZATION	EQUAL LEVEL OF THE EMPLOYEES IN ORGANIZATION
TEAM CO-ORDINATION IN ORGANIZATION	Pearson Correlation	1
	Sig. (2-tailed)	.944**
	N	413
EQUAL LEVEL OF THE EMPLOYEES IN ORGANIZATION	Pearson Correlation	.944**
	Sig. (2-tailed)	.000
	N	413

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Table 4

## INFERENCE

The calculate significance value is 0.000 which is lesser than the table value and hence Ho rejected and there exist relationship between team co-ordination in organization and equal level of the employees in organization.

## ONEWAY ANOVA

The one-way analysis of variance (ANOVA) can be used for the case of a quantitative outcome with a categorical explanatory variable that has two or more levels of variables.

Ho: There is no significant between motivation and development program.

H1: There is significant between motivation and development program.

ANOVA

MOTIVATION & REGONITION OF THE EMPLOYEES IN ORGANIZATION

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	65.231	4	16.308	83.032	.000
Within Groups	23.569	120	.196		
Total	88.800	124			

Table 5

## INFERENCE

From the above table it is inferred that the value of one-way ANOVA analysis is 0.000, it is less than 0.05. so the null hypothesis is rejected, hence there is significant between motivation and development program.

## ONE-WAY ANOVA

Ho: There is no significant between career development of the employees and equal opportunity in organization.

H1: There is significant between career development of the employees and equal opportunity in organization

ANOVA

CAREER DEVELOPMENT OF THE EMPLOYEES

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	229.531	4	57.383	1125.686	.000
Within Groups	20.798	408	.051		
Total	250.329	412			

Table 6

## INFERENCE

From the above table it is inferred that the value of one-way ANOVA analysis is 0.000. it is less than 0.05. so, the null hypothesis is rejected, hence there is a significant between career development of the employees and equal opportunity in organization.



## VIII. SUGGESTION AND CONCLUSION

To provide a development programme to the employees it helps to create a balance of work life and stress and to increase an employee engagement in their work. To provide a platform to the employees to express our talent and their idea. The employees are satisfied with the motivation and development program and the identified in ANOVA there are significant between motivation and development program. So the organization will increase the development program and the employees are motivated at work. To maintain a good relationship between the employees and the management.

As per the above observations and analysis it seems that most of the employees are engaged and like their work and organization expect few employees who are not engaged and few who are nearly engaged and can be changed to an engaged employee by their supervision by proper planning.

We would conclude that raising and maintaining Employee Engagement lies in the hands of an organisation and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavour.

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