A STUDY ON THE EFFECTIVENESS OFEMPLOYEE ENGAGEMENT

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Abstract:

The focus of the global organizations has moved from employee satisfaction to employee engagement in the current global era. As the organization has started realizing that more than a satisfied employee an engaged employee performs better. An engaged employee is who works with companions to progress skills within the job for the profit of the organization. Jack Welch, former General Electric CEO and business consultant, lists employee engagement as the number one measure of a company's health (Vance, 2006).Employee engagement is the extent to which employees feel passionate about their jobs, are committedto the organization and put discretionary effort into their organizational goals and values, motivated to contribute to organizational success, with an enhanced sense of wellbeing. **The research thrives to understand the factors to enhance employee engagement from the prospect of employee and employer in the organization and develops a detail structure of employee engagement model for the organization.**

Key words: Employee engagement, Organizational goals, values, organizational success and organizational culture.

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1.1 BACKGROUND OF THE STUDY

The challenge in the global market has leaded the companies to compete for talent in the marketplace. The competition does not come to an end only by identifying the right talent; it also has to retain the right talent in the companies for a better profit and prospects for the companies. This idea of retention and better performance has lead way to the emergence of employee engagement. Kahn (1992) advocated that engagement is instrumental for outcomes at individual (i.e. quality of people's work and their own experiences of doing that work), and organizational-level (i.e. the growth and productivity of organization).Gone are the days of measuring employee satisfaction and making changes in the human resource practice to increase the employee satisfaction. Employee satisfaction does not actually express level of motivation, participation in the job role or the commitment level. So employee engagement is the key component to drive successful organization. Not only does engagement have the potential to significantly affect employee retention, productivity and loyalty, it is also a key link to customer satisfaction, company reputation and overall stakeholder value.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.

OBJECTIVES OF THE STUDY

Primary Objectives:

To study about the effectiveness of employee engagement.

Secondary Objectives:

To identify the role and impact of the organization culture.

To identify the role and impact of organization communication in driving employee engagement.

To understand whether demographic profile of employee leads to difference in employee engagement.

To assess the factors that influencing employees to be engaged.

To suggest the company on activities that could be used for engaging the employees

Introduction to Research Methodology

The process used to collect information and data for the purpose of making business decisions. The methodology may include publication research, interviews, surveys, and other research techniques, and could include both present and historical information.Research methodology is the way in which research problems are solved systematically. It is a science of studying how research is conducted scientifically.

Research Design:

Task of defining the research problem is the preparation of the research project, popularly known as the research design. A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure.Stratified Sampling is used.

Scope and Data Analysis

Analysis -1 Percentage analysis of demographic variables

The analysis inferred that 65% of respondents are maleand 35% of female. Then 40% of the respondents are from the age group of 25 to 35.20% of respondents are from 36 to 45 years old and 20% of the respondent is from age group of >25 years and 10% of respondents are from the age group of above 55 years old. 10% of respondents are from the age group of 46 to 55 years old. It is inferred that 60% of the respondents are Diploma.25% of the respondents are under graduate, and remaining 15% of the respondents Post graduate. 40% of the respondent's income is 21,000 to 30,000.25% of the respondent'sincome are 10,000 to 20,000 and another 25% of respondent's income are 31,000 to 41,000 and remaining 10% of the respondents' income are Above 41,000.60% of the respondents are married and 40% of the respondents are unmarried. 85% of the respondents are from nuclear family and 15% are from joint family 50 % of the respondents have 1 to 5 years of experience. 20% of the respondents have <1 year of experience, 20% of respondent have 6 to10 years of experience and 10% of respondents have above 10 years of experienceIt is inferred that 65% of the respondents were agreed with their work responsibility given to them.20% of the respondents were said neutral for their satisfaction of their responsibility towards their work,and 15% of the respondents were strongly agreed that roles and responsibilities are satisfied by the employee.65% of them agree saying that the respondents are

clearly understand their job role clearly, is also a factor which keeps employee engage at theirwork. 15% of the respondents were neutral for the understanding their job role clearly and 10% of the respondents were strongly disagree and 10% disagree for understanding their job role clearly.60% of them agree saying that the respondents have good interpersonal relationship between their team members is also a factor which keeps employee engage at theirwork. 20% of the respondents were neutral for interpersonal relationship with their team members and10% of the respondents were strongly disagree and 10% disagree to have a good interpersonal relationship with team members. It is inferred that30% of them disagree with the evaluation done by the superior. 25% of the respondents were agree for the fair evaluation done by their superior, 5% of the respondents were strongly agree that there is a fair evaluation is done by their superior, 5% of the respondents were disagree with their evaluation.

The analysis shows 55% of them agree with their work life balance is maintained. 30% of the respondents were Neutral, 10% of the respondents were disagree saying that no work life balance is maintained, 5% of the respondents were strongly agree that work life balance is maintained. It is inferred that 60% of the respondents were agree that their boss encourage them for their development.35% of the respondents were neutral and 5% of the respondents were disagree that because their boss doesn't encourage for their development.From the above table it is inferred that 80% of the respondents were aware of their employee engagement activities. 20% of the respondents were not aware of the employee engagement activities. 55% of the respondents were satisfied with one to one mentoring, 25% of the respondents were neutral, 20% of the respondents were highly satisfied with one to one mentoring which is one among employee engagement activities.

55% of the respondents were satisfied with shop floor communication transparency.40% of the respondents were neutral,and 5% of the respondents were highly satisfied with shop floor communication which is one among employee engagement activities.From the percentage analysis it is inferred that 60% of the respondents were satisfied with birthday wishes to employees through intranet portals, 30% of the respondents were highly satisfied with birthday wishes to employees through intranet portals which is one among employee engagement activities, 10% of the respondents were neutral.it is inferred that 60% of the respondents were

satisfied with family get-together once in a year. 10% of the respondents were dissatisfied with family get together once in a year, 5% of the respondents were highly satisfied family get-together once in a year which is one among employee engagement activities.From the inference says that 75% of the respondents will recommend others to join in their organization. 25% of the respondents will not recommend others to join in their organization.45% of the respondents feels engagement activity has impact on the performance of the employee. 15% were strongly agree that respondents feel there is an impact on the performance of employee, 10% Strongly disagree that they feel engagement activity has no impact on the performance of employee, and5% of the respondents feel engagement activity has no impact on the performance of employees. 75% of the respondent feel there is no needs of any improvement in the employee engagement activities.25% of the respondents say the organization should improve their employee engagement activities.

Conclusion:

Employee engagement is attracting a great deal of interest from employer across numerous sectors. In some respects it is very old aspiration. The desire employers to find ways to increase employee motivation and to in more commitment to job and organization, if we continue to refer to engagement without understanding the negative consequence, the core requirements of success, and the process through which it must be implemented. It helps to build a competitive edge for an organization by positively engaging its employees. Engaged employees are more likely to be proud to work for their organization. Employee engagement drives performance by improving retention, customer loyalty, productivity, safety, and ultimately, profitability. Such employees are less likely to leave for another job, or take unauthorized leave. I would hence conclude that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavor.

Suggestion:

In this study I have presented the findings of evidence focusing on few factors of employee engagement. What are the things that are logically associated with high levels of engagement; the job which they work, superior relationship, organization and team, these outcomes are

associated with engagement. On the basis of the study the level of employee engagement is considerably high in organization level that too specifically the organization provides opportunity for Career and development which makes an employee to engage at work with good learning and development.

- ➢ **Communicate clear goals and expectation to your employees**
- ➢ **Encourage open communication**
- ➢ **Late communication can damage engagement**
- ➢ **Trust**
- ➢ **Build engagement**

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