A Study on Employee Engagement in Manufacturing Companies in Tamilnadu

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Abstract - **Employee engagement is the major challenge faced by even many bell weather companies around the world since the productivity of the organization depends on both physical and mental attributes of the employees. For more than years companies are facing problems with the retention of its talented pool of employees, now that companies are looking for various means to overcome the same and to keep with them a set of highly intellectual employees with multifaceted talents. Although Companies are striving to bring in effective policies neverthess still the concept of engagement and retention stands as a major threat to these organizations. Considering the whooping amount of investments is being made on selection process, training and retaining the employees this concept of engagement stands out as the most influencing factor for the successful achievement of organizational goals. This study investigates the level of engagement of employees in manufacturing companies in Tamilnadu. The study was descriptive in nature and convenient sampling technique was adopted in the study. Findings of the study throws considerable understanding the influencing factors and also highlights the current problems associated with the employee's engagement.**

I.INTRODUCTION

Employee engagement is that the level of commitment associated with involvement a worker has towards their organization and its values. Associate engaged worker is alert to business context and works with colleagues to boost performance at intervals the work for the advantage of the organization. It's a positive angle control by the workers towards the organization and its price, once associate worker engaged himself specific physically, cognitively and showing emotion throughout role performance.

The organization should develop and nurture engagement in order to create a productive environment and optimum utilization of its resources. Employee engagement is the outcome of the satisfaction that employees keep on the job and all associated factors. Also, the change in the marketplaces brings more challenges to the organization to revise policies and plans related to employee engagement. The happier the employees are with the organizational policies the more it will be reflected in the outcome and productivity.

Technological advancement and unprecedented growth in the HR industry has boasted the thought that Human resources development can be achieved through challenging the status of the organization in every possible way. It is not adequate to possess workers World Health Organization comes back to figure reliably daily and do their jobs severally. Workers currently got to assume like entrepreneurs whereas operating in groups and got to prove their price. However, they conjointly need to be a part of a booming organization that provides an honest financial gain and therefore the chance for development and secure employment.

II.REVIEW OF THE LITERATURE

Liu (2016) found out that the factor like belongingness, commitment to work, organizational culture and a positive motivating leadership are the influencing factors that drives the employees to perform well in the organization.

Xu et al. (2013) found out in his study that the identity of the employees can be accessed through the attitude he\she showing towards executing the work and his mental state differs from person to person.

Soane et al. (2012) described engagement as A work-role focus and creating a positive work environment that in turn induces the employees to work towards achieving the organizational objectives.

Bakker, A. B. (2011) stated that energy and involvement are the two factors that create a positive work environment so that all the employees feel highly engaged with their goals.

Kahn 1990 through his study has explained that Engagement is the way of harnessing the members of its organization to excel in their work roles, to feel them engaged fully, to express their knowledge skills and abilities and to get the work done in a more effective way.

Robinson (2006) described in an environment with positive emotions employees tend to excel in their which in turn enhances the productivity of the organization. Engagement results in giving positive outcome in the areas increased level of motivation , sense of pride, higher productivity and low employee turnover.

Zeng and Han (2005) described that having a long-lasting, emotionally positive and a motivating work atmosphere as the impacting factor for a high level of employee engagement. If the above factors are taken care it would result in work nature and outcome that assures pride, pleasant and productive work environment.

Shaw (2005) investigated the link between organizational performance and engagement levels. With a well implemented HR policies organization can retain a talented pool of employees with the necessary skills to work efficiently towards achieving the goals of the organization.

May et al (2004), found that job involvement is associated with the engagement mentality of the employees. Hence in order to bring involvement organizations should focus its employee by taking care of their well beings and financial obligations.

Hyman and Mason (1995) describe about the role of employee involvement on the sharing of authority and power as well. They also mean that incentives has no impact in the decision making process of the organizations.

III RESEARCH METHODOLOGY

The aim of the study is to find out the causes for the engagement level of the employees in manufacturing companies in Tamilnadu. An attempt was made to bring out both the positive and negative factors existing and which either improved or adversely affected the engagement level of the employees in manufacturing companies in Tamilnadu.

IV.OBJECTIVES

1. To assess the level of satisfaction of employees towards the HR Policies.
2. To identify the impact of various factors that influences employee engagement.
3. To put in place a proper intervention mechanism to assure employee engagement.

DATA ANALYSIS

Research type	Descriptive Research
sample size	120
Sampling type	Convenience sampling technique
Data collection techniques	Structured questionnaire
Data Interpretation tools	SPSS 23.0 and Microsoft Excel

A Structured questionnaire was distributed to employees working in manufacturing companies in Tamilnadu. Sampling method adopted was convenient sampling method.

DATA ANALYSIS

Table 1: PERCEPTION ABOUT THE WORKING ENVIRONMENT

	Factors	SA	A	N	D	SD	weighted value	Weighted average	Rank
A	Enthusiastic work environment	74	26	6	4	10	510	21.25	4
B	Appreciating culture	70	23	7	5	15	488	20.33	6
C	Work place values	67	30	6	7	10	473	19.70	7
D	Freedom in decision making	78	24	7	6	5	529	21.64	3
E	Satisfactory work set up	60	57	8	-	1	529	22.04	1
F	Relationship with people	75	19	5	8	13	495	20.62	5
G	Flexibility	69	34	4	8	5	520	21.66	2

The above table concludes that the satisfactory work environment has achieved highest weighted average value of 22.04, indicating that Working related Environment is highly satisfactory. Also it is inferred that work place values has obtained the lowest weighted average value of 17.45, indicating that the Satisfaction workplaces

Table 2: DETERMINING THE WEIGHT OF THE FOLLOWING SENSE OF BELONGINGNESS

Sense of Belongingness		SA (5)	A (4)	N (3)	DA (2)	SDA (1)	Weighted value	Weighted Average	Rank
A	Work fulfillment	81	32	5	1	1	551	22.96	1
B	Employee loyalty	75	37	6	1	1	544	22.67	2
C	Organization expectation	71	42	7	-	-	544	22.67	2
D	Feel about as a person	60	57	8	-	1	529	22.04	3
E	Retirement	17	15	49	38	1	369	15.38	4

Result Hence the above table conclude that the work fulfillment has achieved highest weighted average value of 22.96, indicating that sense of belongingness related to work fulfillment are excellent in the organization

TABLE 3: COMPENSATION SATISFACTION OF THE RESPONDENTS

Compensation Satisfaction		SA (5)	A (4)	N (3)	DA (2)	SDA (1)	Weighted value	Weighted Average	Rank
A	Satisfied salary	65	18	28	8	1	498	20.75	1
B	Satisfied ESI & PF	49	33	35	3	-	488	20.33	2
C	Satisfied monetary	47	25	42	5	1	472	19.67	3

Source: Primary Data

Hence the above table conclude that the Satisfied salary has achieved highest weighted average value of 20.75, indicating that Compensation Satisfaction related to Satisfied salary are excellent in the organization.

TABLE 4: WELFARE MEASURES OF THE RESPONDENTS

Welfare Measures		SA (5)	A (4)	N (3)	DA (2)	SDA (1)	Weighted value	Weighted Average	Rank
A	Care about welfare	51	56	8	4	1	512	21.33	1
B	Health provisions	39	65	12	4	-	499	20.79	2

Inference

Hence the above table conclude that the care about welfare has achieved highest weighted average value of 21.33, indicating that welfare measures related to care about welfare are excellent in the organization

TABLE 5: PERECEPTION ON INTERPERSONAL RELATIONSHIPS

Interpersonal Relationships		SA (5)	A (4)	N (3)	DA (2)	SDA (1)	Weighted value	Weighted Average	Rank
A	Co-worker relationships	65	45	10	-	-	535	22.29	1
B	Approach the higher management	55	48	16	1	-	517	21.54	3
C	Work comfortable	58	49	11	-	2	521	21.71	2
D	Satisfied employee engagement	35	62	14	9	-	483	20.13	4

TABLE 6: CHI- SQUARE TEST

It is a statistical measure used in context of sampling analysis for comparing a variance to a theoretical variance.

Welfare Measures		Calculate X^2 Value	DF	Asymp. Sig. (2-sided	Result
1	Care about welfare	4.006	3	.261	H0 Accepted
2	Health provision	.825	4	.935	H0 Accepted

INFERENCE

The above table 4.3.2 shows that the Chi Square value for Genders and Welfare Measures is 4.006 and .825 the corresponding significant value is .073 and .933 as the calculated significant value is more than .05, we reject the Alternative hypothesis and accept the Null hypothesis. Hence it is concluded that there is no significance relation between respondents' Genders with Welfare Measures towards the workplace. So the gender doesn't influence the Welfare Measures.

TABLE 7: DETERMINING THE RELATIONSHIP BETWEEN DEPARTMENTS WITH INTERPERSONAL RELATIONSHIPS (Chi-Square Test)

Welfare Measures		Calculate X^2 Value	DF	Asymp. Sig. (2-sided	Result
1	Co-worker relationships	9.228	6	.161	H0 Accepted
2	Approach the higher management	65.387	6	.000	H1 Accepted
3	Work comfortable	5.334	6	.502	H0 Accepted
4	Satisfied employee engagement	1.699	4	.791	H0 Accepted

Source: Primary Data

INFERENCE

The above table shows that the chi-square value for departments and interpersonal relationships is 9.228, 5.334 and 1.699 the corresponding significant value is .161, .502 and .791 as the calculated significant value is more than .05, we reject the alternative hypothesis and accept the null hypothesis. Hence it is concluded that there is no significance relation between respondents' departments with interpersonal relationships towards the workplace. So the department doesn't influence the interpersonal relationships.

The above table 4.3.1 shows the chi square value for departments with Interpersonal relationships is 65.387and corresponding significant value is .000 we accept the null hypothesis and reject the alternative hypothesis. Hence concluded the departments influence in the Interpersonal relationships.

TABLE 8: MANN-WHITNEY U-TEST DETERMINING THE RELATIONSHIP BETWEEN GENDERS WITH EMPLOYEE'S COMMITMENT

	Ranks				
		Gender	N	Mean Rank	Sum of Ranks
1	Work life balances	Male	85	59.00	5015.00
		Female	35	64.14	2245.00
		Total	120		
2	Employee loyalty	Male	85	62.34	5298.50
		Female	35	56.04	1961.50
		Total	120		
3	Satisfied ESI & PF	Male	85	61.98	5268.00
		Female	35	56.91	1992.00
		Total	120		
4	Care about welfare	Male	85	61.09	5192.50
		Female	35	59.07	2067.50
		Total	120		
5	Satisfied employee engagement	Male	85	60.36	5131.00
		Female	35	60.83	2129.00
		Total	120		

Test Statistics

		MANN-WHITNEY U TEST	Z	ASYMP.SIG. (2-TAILED)
1	Gender(Y^1) (X^1) Work life balances	1360.000	-.819	.413
2	(X^2) Employee loyalty	1331.500	-1.057	.291
3	(X^3) Satisfied ESI & PF	1362.000	-.770	.442
4	(X^4) Care about welfare	1437.500	-.319	.750
5	(X^5) Satisfied employee engagement	1476.000	-.073	.942

Source: Primary Data

INFERENCE

The above table shows that the z value and corresponding significant value is (<.05) Hence, we accept the alternatives hypothesis and reject the null hypothesis and conclude that is a significant difference between gender and employees commitment to the company.

V.FINDINGS

The main findings of the study are discussed below,

It can be observed that the Office enthusiastically has achieved highest weighted average value of 24.54, indicating that Working Environment related to Office enthusiastically are excellent in the organization. Also it is inferred that Satisfaction workplaces has obtained the lowest weighted average value of 17.45, indicating that the Satisfaction workplaces.

It can be observed that the work fulfillment has achieved highest weighted average value of 22.96, indicating that sense of belongingness related to work fulfillment are excellent in the organization. Also it is inferred that sense of belongingness has obtained the lowest weighted average value of 15.38, indicating that the retirement.

It can be observed that the Satisfied salary has achieved highest weighted average value of 20.75, indicating that Compensation Satisfaction related to Satisfied salary are excellent in the organization. Also it is inferred that Compensation Satisfaction has obtained the lowest weighted average value of 19.67, indicating that the monetary Satisfied

It can be observed that the care about welfare has achieved highest weighted average value of 21.33,

indicating that welfare measures related to care about welfare are excellent in the organization.

It can be observed that the co-worker relationships has achieved highest weighted average value of 22.29, indicating that interpersonal relationships related to co-worker relationships are excellent in the organization. Also it is inferred interpersonal relationships has obtained the lowest weighted average value of 20.13, indicating that the employee engagement satisfied.

It is analyzed that there is no significance relation between respondents' Genders with Welfare Measures towards the workplace. So the gender doesn't influence the Welfare Measures.

It is analyzed that that there is no significance relation between respondents' departments with interpersonal relationships towards the workplace. So the department doesn't influence the interpersonal relationships.

It can be observed that the departments influence in the Interpersonal relationships.

It is analyzed that accept the alternatives hypothesis and reject the null hypothesis and conclude that is a significant difference between gender and employees commitment to the company.

VI.SUGGESTIONS

From the findings of the study, the following are the suggestions and the recommendations to the organization to make their employees to be committed in their work.

The organization can conduct more programs at regular intervals which will help the organization to have actively engaged workforce.

Employee's views can be considered before conducting engagement programs.

HR team should act as facilitator by forming a team among the employees to execute and framing of the programs

The organization should provide more opportunities for taking up new challenges.

VII.CONCLUSION

In the era of technological advancement where ICT plays a pertinent and major role the major challenge for any organization is retain their employees. As the employees are the real asset of organizations it is therefore companies should adapt to new policies related to the employee engagement. The HR department must have a keen watch on the change in mindset of its employees so as to continuously engage with the employee needs. Although employee engagement is a breakthrough concept being spoken over for years, it is still a vague concept to be precisely defined. However, if properly implemented by the organization in their polices, companies can reap major benefits out of it. An engaged employee tends to work more efficiently and effectively towards achieving the organizational objectives and can explore her knowledge to the fullest which in turn creates a productive and conducive work environment.

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