A STUDY ON FACTORS OF EMPLOYEE ENGAGEMENT BOOSTS UP EMPLOYEE PERFORMANCE WITH REFERENCE TO AUTOMOTIVE INDUSTRY

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Abstract

Design/methodology/approach –Basically the research is qualitative research and its design is descriptive type. The researchers has adopted the qualitative study approach in finding out relationship between factors of Employee engagement and Employee performance

Data collection: Personal interviews and Questionnaire method is carried on for the research.

Findings: From our research, we are here to conclude that the Employee Engagement is not a single side task, it is a process, it requires complete cooperation among the employees as well as employers i.e., on whole organization

Originality/value: This paper communicates factors that influencing employee engagement in turn its effect on employee performance.

Keywords: Employee engagement, Job satisfaction,

Paper type: Empirical study.

Introduction

Employee engagement is the terminology used to describe whether employees are contended and fulfilling their desires and needs at work. Many measures support that employee engagement is a factor in employee motivation, employee goal achievement and positive employee morale in the work place. Basically Employee satisfaction and employee engagement goes by hand in hand Formeris a measure of how happy workers are with their job and working environment and later is the level of commitment and involvement of an employee towards his 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. It's a positive attitude held by the employees.

In this paper various variables responsible for employee engagement has been discussed such as Organization development factors, Job security factors, Work task factors, Policies of compensation and benefit factor and opportunities which give satisfaction to employees such as Promotion and career development also has been

described .This paper also deals the various ways by which one can improve employee satisfaction thereby he will be a committed one for the organisation.

"Engagement refers to the level of involvement of one's desire for the organizational development. Satisfaction depends basically upon what an individual wants from the world, and what he gets. In turn employee engagement depends upon strong morale of the employee for his work commitment." Employee commitment is a measure of involvement of workers are with their job and working environment. It is sure that there may be many factors affecting the organizational effectiveness and one of them is the employee engagement. Effective organizations should have a culture that encourages the employee engagement activities.

Contended Employees are more loyal and productive when they are satisfied and these satisfied employees affect the customer satisfaction and organizational productivity.

There is no limit for the employees to reach the full satisfaction and it may vary from employee to employee. Sometimes they need to change their behaviours in order to execute their duties more effectively to gain greater job satisfaction. Having good relationships with the colleagues, high salary, good working conditions, training and education opportunities, career developments or any other benefits may be related with the increasing of employee satisfaction that might leads to employee engagement.
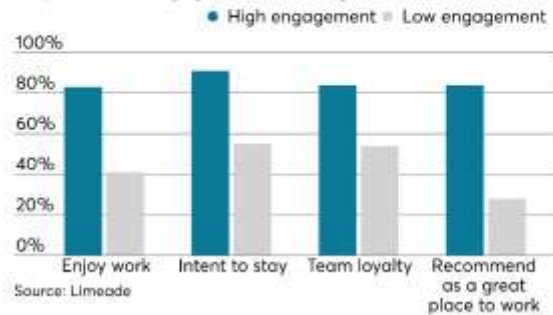
Trigger for this Study

It is said that engaged employee is a productive employee. Employee engagement can be achieved through various ways one of the renowned mean is employee satisfaction. Any kind of grievance relating to organizational or personal to a greater extends influence on the job.

The study of "employee engagement" helps the company to maintain standards & increase productivity by motivating the employees. This study tells us how much the employees are capable & their interest at work place? What are the things still to be satisfy to the employees. Although "human resources" are the most important resources for any organization, so to study on employee's satisfaction helps to know the working conditions & what are the things that affect them not to work properly? Always majority of done by the machines/equipment's but without any manual moments nothing can be done. So to study on employee satisfaction is Necessary

Engaging wellness

Employees report differing opinions on employers when they are more engaged in well-being.

● High engagement ▪ Low engagement

[Bar chart showing percentages for: Enjoy work, Intent to stay, Team loyalty, Recommend as a great place to work]

Source: Limeade

If an employee is not satisfied with the job there are chances of absenteeism, job turnover, lower productivity, committing of mistakes, diverting energy for different types of conflicts. Keeping these things in view all organisations are trying to identify the areas where satisfaction to be improved to get out of the above dangers. Employee engagement is a crucial for the well being of any organization as its leads to strong business performance. It is concerned with the issues of commitment, satisfaction and organizational behavior. Employee engagement is basically the level of commitment and involvement that an employee's has towards their organization and its values.

Companies with Engagement Trending Upward

Based on any employee survey results over the past 2 years, has the overall level of Employee Engagement in your organization trended...

[Donut chart with legend: ● Upward ● Stayed the Same ● Downward ● Don't know]
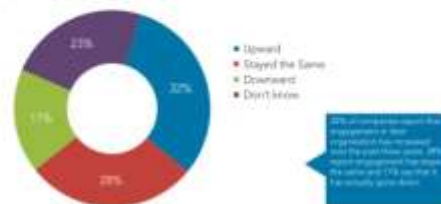
A company with engaged employees can sustain in any kind of organisational calamities and it can achieve the upward trend also.

Objectives of the study
- To study level of employee engagement in an automotive industry Pune.
- To analyze the factors contributing to employee engagement.

Literature Review
"Engagement is the state in which individuals are emotionally and intellectually committed to the organization as measured by three primary behaviors".

Many experts believe that one of the best ways to maintain employee engagement is to make workers feel like part of a family or team. MarkkuJokisaari and Jari-Erik Nurmi (2011)Using a four-wave longitudinal research design and a latent growth modelling approach, they modelled change in newcomers' perceived supervisor support and socialization outcomes (role clarity, work mastery, job satisfaction, and salary). Holding office events, such as parties or group outings, can help build close bonds among workers. Many companies also participate in team-building retreats that are designed to strengthen the working relationship of the employees in a non-work related setting. Camping trips, paintball wars and guided backpacking trips are versions of this type of team-building strategy, with which many employers have found success.

Of course, few workers will not experience a boost in morale after receiving more money. Raises and bonuses can seriously affect employee satisfaction, and should be given when possible. Yet money cannot solve all morale issues, and if a company with widespread problems for workers cannot improve their overall environment, a bonus may be quickly forgotten as the daily stress of an unpleasant job continues to mount.

If possible, provide amenities to your workers to improve morale. Make certain they have a comfortable, clean break room with basic necessities such as running water. Keep facilities such as bathrooms clean and stocked with supplies. While an air of professionalism is necessary for most businesses, allowing workers to keep family photos or small trinkets on their desk can make them feel more comfortable and nested at their workstation. Basic considerations like these can improve employee satisfaction, as workers will feel well cared for by their employers.

The backbone of employee engagement is respect for workers and the job they perform. In every interaction with management, employees should be treated with courtesy and interest. An easy avenue for employees to discuss problems with upper management should be maintained and carefully monitored. Even if management cannot meet all the demands of employees, showing workers that they are being heard and putting honest dedication into compromising will often help to improve morale.

Employee engagement = f(what employee expects, what she gets, time, back ground of the employee- social, economic, cultural)Ng Kim Soon (2015) "Employee Engagement and Job satisfaction" Carried on a study to find the components of employee engagement, components of job satisfaction and to study the relationship between employee engagement and job satisfaction.

Factors influencing Employee Engagement
- Career Development Opportunities
- Leadership
- Empowerment
- Image
- Other factors

Equal Opportunities and Fair Treatment, Performance appraisal, Pay and Benefits, Health and Safety, Job Satisfaction, Communication, Family Friendliness, Co-operation.

Over 50 Years of Employee Engagement Measurement
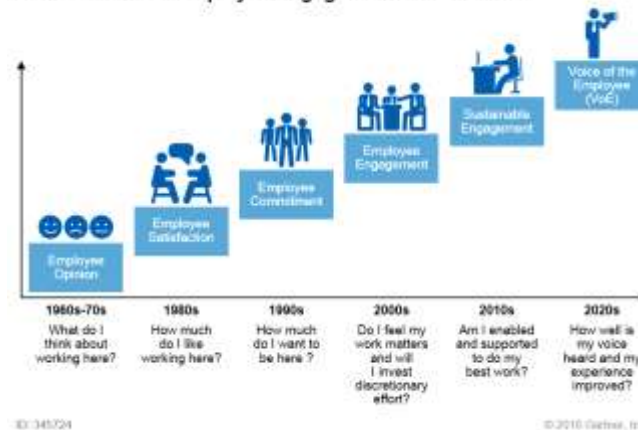
Theories/ Models of Employee motivation
Vroom's model is based on three concepts

1. Valence - Strength of an individual's preference for a particular outcome. For the valence to be positive, the person must prefer attaining the outcome to not attaining it.
2. Instrumentality – Means of the first level outcome in obtaining the desired second level outcome; the degree to which a first level outcome will lead to the second level outcome.
3. Expectancy - Probability or strength of belief that a particular action will lead to a particular first level outcome.

Vroom says the product of these variables is the motivation.

In order to enhance the performance-outcome tie, managers should use systems that tie rewards very closely to performance. Managers also need to ensure that the rewards provided are deserved and wanted by the recipients. In order to improve the effort-performance tie, managers should engage in training to improve their capabilities and improve their belief that added effort will in fact lead to better performance.

Determinants of Employee Engagement

Employee engagement is a multi-variable and indescribable concept. There are number of factors that influence employee engagement. These factors can be classified into two categories.

A) Organizational Variables

The employees spend major part of their time in organization so there are number of organizational factors that determine employee satisfaction of the employees. The

employee satisfaction/ engagement in the organizations can be increased by organizing and managing the organizational factors.

1) Overall Individual satisfaction: Employees be should satisfy with the organization as a great place to work.

2) Compensation and Benefits: This is the most important variable for employee satisfaction. Compensation can be described as the amount of reward that a worker expects from the job. Employees should be provided with competitive salary packages and they should be satisfied with it when comparing their pay packets with those of the outsiders who are working in the same industry. A feeling of employee satisfaction is felt by attaining fair and equitable rewards.

3) Nature of Work: The nature of work has significant impact on the employee engagement. Employee satisfaction is highly influenced by the nature of work. Employees are satisfied with job that involves intelligence, skills, abilities, challenges and scope for greater freedom. Job dissatisfaction arises with a feeling of boredom, poor variety of tasks, frustrations and failures.

4) Work Environment and Conditions: Employees are highly motivated with good working conditions as they provide a feeling of safety, comfort and motivation. On contrary, poor working conditions brings out a fear of bad health in employees. Employees spend 6 to 8 hours at their workplace every day which makes a workplace their second home. It is up to the employers to see and make sure that the office is fully facilitated and is in good working order. It must be well lit and well ventilated with the right amount of lights, fans, air-conditioning. Cleanliness is of utmost importance as there are a huge number of workers working at a job place. The offices, cubicles, rest area, washrooms, kitchen & serving area must be neat and clean. The more comfortable the working environment is more productive will be the employees.

5) Job Content: Factors like recognition, responsibility, advancement, achievement etc can be referred to as job content. A job that involves variety of tasks and less monotonous results delivers greater employee satisfaction. A job that involves poor content produces job dissatisfaction.

6) Job Satisfaction: Job satisfaction is the favourableness or un-favourableness with which employees view their work. As with motivation, it is affected by the environment. Job satisfaction is impacted by job design. Jobs that are rich in positive behavioural elements – such as autonomy, task identity, task significance and feedback contribute to employee's satisfaction. Likewise, orientation is important because the employee's acceptance by the work group contributes to satisfaction. Each element of the environmental system can attract or detract from job satisfaction.

7) Organizational Level: The jobs that are at higher levels are viewed as prestigious, esteemed and opportunity for self-control. The employees that are working at higher level jobs express greater employee satisfaction than the ones working at lower level jobs.

8) Opportunities for Promotion: Promotion can be reciprocated as a significant achievement in the life. It promises and delivers more pay, responsibility, authority, independence and status. So, the opportunities for promotion determine the degree of satisfaction to the employees.

9) Work Group: There is a natural desire of human beings to interact with others and so existence of groups in organizations is a common observable fact. This characteristic results in formation of work groups at the work place. Isolated workers dislike their jobs. The work groups make use of a remarkable influence on the satisfaction of employees. The satisfaction of an individual is dependent on largely on the relationship with the group members, group dynamics, group cohesiveness and his own need for affiliation.

10) Leadership Styles: The satisfaction level on the job can be determined by the leadership styles. Employee satisfaction is greatly enhanced by democratic style of leadership. It is because democratic leaders promote friendship, respect and warmth relationships among the employees. On contrary, employees working under authoritarian and dictatorial leaders express low level of employee satisfaction.

11) Communication Methods: When administrative policies and all important announcements are communicated to the employees, it boosts their morale. The methods chosen for communication also play an integral role. Some of the methods that could be used are intranet, monthly newsletters, weekly meetings etc...

12) Safety measures: An employer must make sure that he provides a safe environment to his/her employee. The security measures outside office include security guards and parking facility. While inside the office, there must be introduced a safe environment for male and female employees to work so that if an employee has to work late hours she/he should feel safe and comfortable working in his/her office. There must be no discrimination or harassment practiced and the employee should be given equal opportunity to grow as an individual despite being male or female.

B)   Personal Variables

The personal determinants also help a lot in maintaining the motivation and personal factors of the employees to work effectively and efficiently. Employee satisfaction can be related to psychological factors and so numbers of personal factors determine the employee satisfaction of the employees.

1) Personality: The personality of an individual can be determined by observing his individual psychological conditions. The factors that determine the satisfaction of individuals and his psychological conditions is perception, attitudes and learning.

2) Age: Age can be described as a noteworthy determinant of employee satisfaction. It is because younger age employees possessing higher energy levels are likely to be having more employee satisfaction. In older age, the aspiration levels in employees increase. They feel completely dissatisfied in a state where they are unable to find their aspiration fulfilled.

3) Education: Education plays a significant determinant of employee satisfaction as it provides an opportunity for developing one's personality. Education develops and improvises individual wisdom and evaluation process. The highly educated employees can understand the situation and asses it positively as they possess persistence, rationality and thinking power.

4) Gender Differences: The gender and race of the employees plays important determinants of Employee satisfaction. Women, the fairer sex, are more likely to be satisfied than their male counterpart even if they are employed in small jobs. The employee satisfaction can also be determined by other factors like learning, skill autonomy, job characteristics, unbiased attitude of management, social status etc. It is important for managers to consider all these factors in assessing the satisfaction of the employees and increasing their level of employee satisfaction.

Research Methodlogy
- Type of research: Descriptive Research
- Sample size: 100 samples.
- Data collection method: Questionnaire method

Table Showing the Findings and Results of the Study

VARIABLES TAKEN FOR THE STUDY	RESULT	IMPACT
Employees opinion about their company	42.5% of the respondents agree that their company is one of the best companies to work for.	POSITIVE
How well they are treated in company	42.5% of the respondents agree that their company treats them well.	POSITIVE
Employees opinion about their company	The 40% of the respondents agree that they are proud of their company.	POSITIVE

Level of satisfaction	52.5% of the respondents agree that they are satisfied with the job.	GOOD
nature of job	The 62.5% of the respondents agree that their job is challenging and interesting.	GOOD AND POSITIVE
Job training for their improvement	The 42.5% of the respondents partially agree that they are getting enough training for their job.	POSITIVE
Superior support	55% of the respondents agree that they are having the enough amount of superior's supportto do the job well.	GOOD
Working Conditions	35% of the partially agree that they are satisfied with the working conditions.	MODERATE
Growth Opportunities	40% of the respondents agree that they are satisfied with the job opportunities.	MODERATE
Trust worthy relationship	The 65% of the respondents agree that their manager trust them.	POSITIVE
Corrective action taken by management	The 40% of the respondents agree that their manager takes corrective action on employees who fails to perform their job.	POSITIVE
Employee – Manager relationship	The 37.5% of the respondents agree that their manager establishes objectives with them.	POSITIVE AND GOOD
	The 47.5% of the respondents agree that their manager gives clear instructions.	
	The 52.5%of the respondents agree that their manager is available when they need advice.	

	The 57.5%of the respondents agree that they feel free to talk with their manager.	
	The 52.5% of the respondents agree that their manager praises them when they do a good job.	
Work distribution	The 42.5% of the respondents partially agree that the work is fairly distributed in the work group.	FAIR
Team relationship	The 40%of the respondents agree that they are satisfied with how the members of work group solve problems.	GOOD AND POSITIVE
	The 42.5% of the respondents agree that their work groups work well together.	
	The 45% of the respondents partially agree that they feel free to talk openly and honestly with members of their work group.	
	The 42.5% of the respondents partially agree that they are satisfied with the company's employee benefit.	
Employees recreation	The 60%of the respondents partially agree that they are satisfied with the company's recreational activities.	GOOD AND POSITIVE
	The 67.5% of the respondents partially agree that they are satisfied with the company's people programs.	

Findings and Conclusion

Focusing on employees' talents and providing opportunities ensures that the employees are better involved.

- Training employees how to resolve interpersonal conflicts as away to create learning environment and more interest towards work.
- Employee Engagement Schemes and programs can be conducted, that shows that the organization cares for the employees.
- Regular steps should be taken by the superior to get feedback on all operational issues from the employees to improve productivity and to make them involved in job.
- Managers relationship can be enriched by motivating the ideas of the employees and helping them in overcoming work related hurdles.

Conclusion

A study on employee engagement" is useful in understanding the importance and the need for the employee and the development of the organization. The aim of this paper has been to find out awareness level of employees, effectiveness of system in place and to come out with suggestions for further improvement. Therefore from the study we can conclude that the system in most of the work places is good and effective and must take effective steps considering the suggestions laid down based on the research.

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