

## **A Study of the Employee Engagement Practices in the Indian Manufacturing Sector**

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**Abstract:** *Although technology still dominates, human resources and how they are managed is receiving increased attention in the analysis of attaining competitive advantage. Organizations have traditionally relied upon financial measures or hard numbers to evaluate their performance value and health. The so called “soft”, human oriented measures such as employee attitudes, traits and perception are now being recognized as important predictors of employee behavior and performance. Many researchers have linked employee engagement to business outcomes like productivity, quality improvement and retention of talent. Employee Performance indicates the financial and non-financial outcome of the employee that has a direct link with the performance of the organization and its success. A number of studies show that an important way to enhance employee performance is to focus on fostering employee engagement. The presence of high levels of employee engagement enhances job performance, task performance and organizational citizenship behavior, productivity, discretionary effort, affective commitment, continuance commitment, levels of psychological climate and customer service. This study intends to study the employee engagement in Indian Manufacturing Sector. The method of research is based on descriptive method and the primary data has been collected with the help of questionnaire in few companies and secondary data has been collected from various sources.*

**Keywords:** *Discretionary Effort, Employee Performance, Employee Engagement*

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### **INTRODUCTION**

In the academic literature, employee engagement was conceptualized by Kahn in 1996 as ‘the harnessing of organization members’ selves to their work roles: in engagement, people employ and express themselves physically, cognitive, emotionally and mentally during role performances (p694). Kahn suggested that engaged employees identified with their work and therefore put more effort into their work.

Majority of HR professionals and management consultancies tend to define employee engagement in terms of following:

- Organization commitment, including both an affective attachment to the organization (emotional attachment to the organization or positive attitude) and desire to stay with the organization in the future.
- Employee’s willingness to go an extra mile, which includes extra role behavior and discretionary effort that promotes the effective functioning of the organization.

Evidence demonstrates that high levels of employee engagement have a significant and positive impact at both organizational and individual levels.

Prior to 2000, much of the academic research focused on burnout rather than engagement, and the concept of employee engagement itself received little research attention. However, more recent academic research has begun to focus on employee engagement and to explore its antecedents. Maslach et al (2001) suggested six key areas of work that drive both burnout and engagement: workload, control, reward and recognition, support, fairness and shared values. It is possible to suggest that both leadership and management would have significant role to in fostering employee engagement. The current study aims at learning the Employee Engagement in Indian manufacturing sector, focusing on specific management behaviors important for enhancing and managing employee engagement.

### **LITERATURE REVIEW**

Sahu Gangadhar & Sahoo Chandan Kumar (February 2009) says that Employee Engagement (EE) is a pivotal mechanism for nurturing a high performance culture to drive the organization towards success. EE is about building a truly great relationship with the workforce. Employee is one of the key assets of an

organization and today's employee in the organization is treated more than an employee. So EE is linked with the company's growth and development and contribute towards the core competencies of a successful organization. Any employee who is not engaged an employee is, the more is his commitment level towards making a plan more successful in a significant way so that each of the employee should think like the strategic business partner of the business process. The key drivers of employee engagement and he has also stated some models of employee engagement.

R.N. Misra (September 2009) has described employee engagement in detail with the example of US based company. He starts with the introduction of employee engagement. He also describes Ingredients of Employee Engagement, then categories of employees such as engaged employees, not engaged employee and actively disengaged employees. He further explains about the drivers of Employee Engagement, types of Employee Engagement such as Emotional Engagement and Rational Engagement. He also discussed the reasons why an employee leaves an organization, why companies perform badly. And he has also given advantages of engaged employees.

N. Rajgopal & Abraham, Sunu Mary (August 2007) discuss about the 8 key drivers of Employee Engagement and some models of employee engagement. He has also stated the competitive advantage of Employee Engagement.

Dutta, 2006 pointed that product and processes cannot help organization sustain loyal customers they also need highly motivated, dedicated and involved employees who are very passionate about their work and organization in short they need "Engaged Employees".

Mahendru and Sharma, (2006) emphasized that a successful organization is built with its employees contribution – a contribution that will not effective unless its employee are engaged in strategic decision making and other initiatives.

Sangeetha, (2006) stressed that a business success is directly linked to the commitment of the employee and also stated that successful companies are those that recognize opportunities to foster employee engagement.

Mohanka, (2004) emphasized that forward thinking companies recognize that they must take a holistic view in managing and motivating their employee talent as an end-to-end process, from the initial recruitment, through initial recruitment, through performance review, developments, incentivisation, measurement, feedback.

Gallup, (2002) according to him there are three types of people engaged employees, not engaged employees, and actively disengaged employees. Engaged employees are builders who consistently strive to give excellence within their roles. Not engaged employees focus on the task spelled out to them rather than the goals of the organization. They do what they are told to do. Actively disengaged employees are dangerous individuals who not only do not perform but also demotivate the performer in the organization.

### **OBJECTIVES OF THE STUDY**

- To study the Employee Engagement practices in the Indian Manufacturing Sector.
- To study the perception of employees with respect to the Employee Engagement practices in the Indian manufacturing sector
- To offer recommendations for improvement in the employee engagement practices in the Indian Manufacturing sector.
- To determine whether employees have sufficient tools to enable adequate engagement within the organization.

### **RESEARCH METHODOLOGY**

This is a descriptive study. Primary data has been collected by the researchers with the help of a structured questionnaire administered to 200 employees across 5 companies and secondary data is collected from various sources. A research questionnaire was designed that covers all possible dimensions on Employee Engagement. This was then used to gather responses from in the Indian manufacturing sectors across frontline employees. The research design is qualitative as well as quantitative. The research method is Field Survey Method. The sample size is 200. The Sampling Method is Convenience and Judgement Sampling. Research instruments were Questionnaires and Interviews with employees.

### **The Ten C's Of Employee Engagement**

The literature offers several avenues for action; we summarize these as the Ten C's of employee engagement.

**Connect:** Leaders must show that they value employees. In *First, Break All the Rules*, Marcus Buckingham and Curt Coffman argue that managers trump companies. Employee-focused initiatives such as profit sharing and implementing work–life balance initiatives are important.

**Career:** Leaders should provide challenging and meaningful work with opportunities for career advancement. Most people want to do new things in their job.

**Clarity:** Leaders must communicate a clear vision. People want to understand the vision that senior leadership has for the organization, and the goals that leaders or departmental heads have for the division, unit, or team.

**Convey:** Leaders clarify their expectations about employees and provide feedback on their functioning in the organization. Good leaders establish processes and procedures that help people master important tasks and facilitate goal achievement

**Congratulate:** Business leaders can learn a great deal from Wooden’s approach. Surveys show that, over and over, employees feel that they receive immediate feedback when their performance is poor, or below expectations

**Contribute:** People want to know that their input matters and that they are contributing to the organization’s success in a meaningful way

**Control:** Employees value control over the flow and pace of their jobs and leaders can create opportunities for employees to exercise this control

**Collaborate:** Studies show that, when employees work in teams and have the trust and cooperation of their team members, they outperform individuals and teams which lack good relationships

**Credibility:** Leaders should strive to maintain a company’s reputation and demonstrate high ethical standards. People want to be proud of their jobs, their performance, and their organization

**Confidence:** Good leaders help create confidence in a company by being exemplars of high ethical and performance standards.

### DATA ANALYSIS & INTERPRETATION

Primary data has been collected by the researchers with the help of a structured questionnaire administered to 200 employees across 5 companies. The response to the questions in the questionnaire is as follows -

#### 1. I would recommend this organization to my friends or family members as a good place to work.

Sr. No.	Response	Percentage (%)
1.	STONGLY DISAGREE	7.77
2.	DISAGREE	11.11
3.	NEUTRAL	1.11
4.	AGREE	34.44
5.	STRONGLY AGREE	45.56
<b>TOTAL</b>		<b>100</b>

It is observed from the above table that 34.44% of people are stating that they agreed for good place to work in the company and 45.56% of people are stating that they strongly agreed for good place for work in the company

#### 2. I believe the company has a great future

Sr. No.	Response	Percentage
1.	STONGLY DISAGREE	3.33
2.	DISAGREE	5.56
3.	NEUTRAL	8.33
4.	AGREE	33.89
5.	STRONGLY AGREE	48.89
<b>TOTAL</b>		<b>100</b>

It is observed from the above table that 48.89% of people are stating that they agree that there is great future in the company and 37.22% of people are stating that they strongly agree that there is great future in the company

**3. I feel a strong sense of loyalty to the company**

Sr. No.	Response	Percentage
1.	STONGLY DISAGREE	2.78
2.	DISAGREE	7.78
3.	NEUTRAL	3.33
4.	AGREE	48.89
5.	STRONGLY AGREE	37.22
<b>TOTAL</b>		<b>100</b>

It is observed from the above table that 33.89% of people are stating that they agree for the sense of loyalty with the company and 48.89% of people are stating that they strongly agree for the sense of loyalty with the company

**4. I see myself continuing to work for this organization two years from now**

Sr. No.	Response	Percentage (%)
1.	STONGLY DISAGREE	00
2.	DISAGREE	5.56
3.	NEUTRAL	13.89
4.	AGREE	31.11
5.	STRONGLY AGREE	49.44
<b>TOTAL</b>		<b>100</b>

It is observed from the above table that 31.11% of people are stating that they agree for willing to continue this work and 49.44% of people are stating that they strongly agree for willing to continue this work.

**5. I feel a strong sense of commitment to this company's success**

Sr. No.	Response	Percentage (%)
1.	STONGLY DISAGREE	3.88
2.	DISAGREE	8.33
3.	NEUTRAL	13.90
4.	AGREE	42.22
5.	STRONGLY AGREE	31.66
<b>TOTAL</b>		<b>100</b>

It is observed from the above table that 42.22% of people are stating that they agree for willing to put efforts in the work of the organization and 31.66% of people are stating that they strongly agree for willing to put efforts in the work.

**6. I always feel excited and enthusiastic about my job**

Sr. No.	Response	Percentage (%)
1.	STONGLY DISAGREE	5.55
2.	DISAGREE	11.11
3.	NEUTRAL	13.89
4.	AGREE	27.78
5.	STRONGLY AGREE	41.67
6.	NO OPINION	00
<b>TOTAL</b>		<b>100</b>

It is observed from the above table that 27.78% of people are stating that they agree for strong sense of commitment and 41.67% of people are stating that they strongly agree for strong sense of commitment

**7. I have a clear understanding of how my job relates to the company's goal**

Sr. No.	Response	Percentage (%)
1.	STONGLY DISAGREE	2.22
2.	DISAGREE	8.33
3.	NEUTRAL	5.55
4.	AGREE	40
5.	STRONGLY AGREE	43.89
<b>TOTAL</b>		<b>100</b>

It is observed from the above table 40% of people are stating that they agree for feels excited and enthusiastic to work and 43.89% of people are stating that they strongly agree for feels excited and enthusiastic to work.

**8 I have a clear understanding of how my job relates to the company's goal**

Sr. No.	Response	Percentage (%)
1.	STONGLY DISAGREE	2.78
2.	DISAGREE	13.87
3.	NEUTRAL	16.67
4.	AGREE	26.67
5.	STRONGLY AGREE	40
<b>TOTAL</b>		<b>100</b>

It is observed from the above table that 26.67% of people are stating that they agree for have clear understanding about the job and 40% of people are stating that they strongly agree for have clear understanding about the work

**9 The job responsibilities are clearly defined**

Sr. No.	Response	Percentage (%)
1.	STONGLY DISAGREE	1.67
2.	DISAGREE	10
3.	NEUTRAL	11.11
4.	AGREE	37.78
5.	STRONGLY AGREE	39.44
<b>TOTAL</b>		<b>100</b>

It is observed from the above table that 37.78% of people are stating that they agree for job responsibility are clearly defined and 39.44% of people are stating that they strongly agree for job responsibility are clearly defined

**10. I have the authority to make decisions necessary to do my job**

Sr. No.	Response	Percentage (%)
1.	STONGLY DISAGREE	11.11
2.	DISAGREE	15
3.	NEUTRAL	13.89
4.	AGREE	28.89
5.	STRONGLY AGREE	31.11
<b>TOTAL</b>		<b>100</b>

It is observed from the above table that 28.89% of people are stating that they agree for authority to make decision necessary to do job and 31.11% of people are stating that they strongly agree for authority to make decision necessary to do job

**11 Role given to me is appropriate as per my qualification and experience**

It is observed that 36.67% of people are stating that they agree for role is appropriate as per the qualification and 33.33% of people are stating that they strongly agree for role is appropriate as per the qualification

**12 My talents and abilities are utilized well in my current job** It is observed that 43.33% of people are stating that they agree for talent and abilities are utilised and 33.89% of people are stating that they strongly agree for talent and abilities are utilised

**13 The pace of the work in this organization enables me to do a good job**

It is observed that 32.78% of people are stating that they agree for pace of work in the organization and 39.44% of people are stating that they strongly agree for pace of work in the organization

**14 I am paid fairly for the work I do**

It is observed that 38.33% of people are stating that they agree for paid fairly for the work and 40% of people are stating that they strongly agree for paid fairly for the work

**15 Salary for employees in the same role would approximately be the same across the organization**

It is observed that 37.78% of people are stating that they agree for salary for the employees in the same role is same and 31.67% of people are stating that they strongly agree for salary for the employees in the same role is same

**16 I get timely and accurate feedback on my performance and growth**

It is observed from the above table that 30% of people are stating that they agree for I get timely and accurate feedback and 37.22% of people are stating that they strongly agree for I get timely and accurate feedback.

**17 The appraisal process is fair and transparent**

It is observed that 28.89% of people are stating that they agree for appraisal process is fair and transparent and 35% of people are stating that they strongly agree for appraisal process is fair and transparent.

**18 I am giving ample opportunities to learn and grow in different areas**

It is observed that 32.78% of people are stating they agree for opportunity is given to learn and grow and 38.89% of people are stating that they strongly agree for opportunity is given to learn and grow

**19 This company provides adequate technical education to upgrade my knowledge and skills in the company**

It is observed that 27.22% of people are stating that they agree for provide adequate technical education to upgrade and 33.89% of people are stating that they strongly agree for provide adequate technical education to upgrade

**20. Distinguished efforts and hard work is identified and rewarded in time**

It is observed that 32.22% of people are stating that they agree for efforts and hard work is identified and rewarded and 33.33% of people are stating that they strongly agree for efforts and hard work is identified and rewarded As Per the above observations and analysis it seems that most of the employees of the Indian Manufacturing sector are Engaged and like their work and Organization except few Employees who are Not Engaged and few who are Nearly engaged and can be changed to an Engaged Employee by their supervisors by proper planning. Before launching employee engagement initiatives in the manufacturing sector we have to find out what is the employee attrition level. Attrition is one of the signs of disengagement. Of course

It need not be interpreted that those who stay long in organisation. The second thing is to measure "Customer Satisfaction Index". Disengagement obviously has fallback on the customer satisfaction..

**SUGGESTIONS AND RECOMMENDATIONS**

- Supervisors and Managers should meet at regular intervals with the employees to discuss about the improvement in the company, at work place and in their living of standard, family problems etc.

- Gap between managers and the employees should be reduced by raising the level of engagement. For example: by conducting extra co-curricular activities like social and cultural programs
- Few employees feel that their ideas or work can't be recognized or appreciated. So encourage them by making them feel that their ideas as well as they are important for the company.
- Create good and healthy environment at work place and increase the environment.

### **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 Organizations in many ways.

Employee engagement emphasizes the importance of employee communication on the success of a 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. We 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.

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