

EMPLOYEE ENGAGEMENT STATUS AT METALS INDUSTRY

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ABSTRACT: Employee engagement is associated with many desirable outcomes, such as job satisfaction, intention to stay and job performance. Companies with a greater number of engaged employees typically have lower operating costs, higher customer satisfaction and higher profits. There is a tangible monetary benefit to companies investing time and resources in fostering higher engagement within their employees. The task of precisely defining employee engagement is still ongoing, but it is most often defined in terms of behaviors exhibited in the workplace. Engaged employees are prepared to go the extra mile in pursuit of workplace excellence. They are ambassadors for their organizations, who will speak highly of the company and its people, even when they are not in a work setting. An engaged employee is identifiable by workplace behavior such as losing track of time as they are so absorbed in the task at hand. This is distinct from excessive overtime in order to give the impression of 'hard work.' Both look the same, but one is productive for the employer- employee relationship and one is not. Academics would say that not enough is understood about what drives employee engagement as most research in the area has tended to focus on business outcomes without investigating underlying causes. As the impact of engagement on business has been positive and has been linked with higher profitability, practice has raced ahead of the underpinning research in pursuit of creating a more engaged and hence profitable workforce. We undertook research to aid understanding of the area by investigating the interplay between individual differences and engagement levels of the organization. I hoped to discover best practices of the organization and the individual's expectations from such strategies.

1. INTRODUCTION

Employee engagement can be defined as an employee putting forth extra discretionary effort, as well as the likelihood of the employee being loyal and remaining with the organization over the long haul. Research shows that engaged employees: perform better, put in extra efforts to help get the job done, show a strong level of commitment to the organization, and are more motivated and optimistic about their work goals. Employers with engaged employees tend to experience low employee turnover and more impressive business outcomes.

How to Make Employees Engage

• Growth and development

➤ An exciting position, with plenty of opportunity for growth, learning, and advancement for employees is always helpful in retaining Employees.

• Support and recognition

➤ Giving those rewards and recognition.

• Employee Participation in decision making is also a very effective engagement activity in the organization.

• Aligning effort with strategy

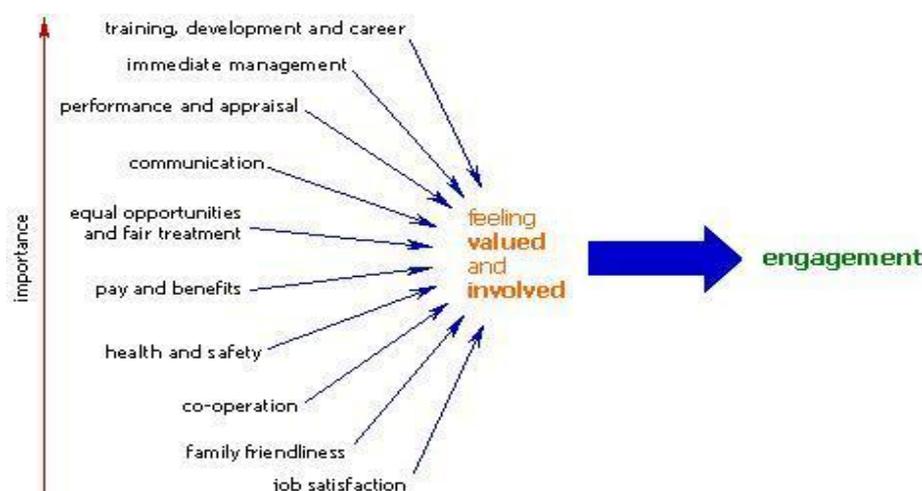
➤ Engagement begins with employees' clear understanding of what they should be doing on the job. Each employee needs a solid job Description and a clear set of performance expectations.

• Empowerment

➤ Empowerment is a feeling of job ownership and commitment brought about through the ability to make decisions, be responsible, be measured by results, and be recognized as a thoughtful, contributing human being rather than a pair of hands doing what others say.

• Teamwork and Collaboration

➤ In the context of engagement, teamwork and collaboration require good relationships both within the work group and across work Groups. Many organizations have strong teams with members who work well with each other.



2. REVIEW OF LITERATURE

Employee engagement was described in the academic literature by Schmidt et al. (1993). A modernized 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." This integrates the classic constructs of job satisfaction (Smith et al., 1969), and organizational commitment (Meyer & Allen, 1991). Harter and Schmidt's (2003) most recent meta-analysis can be useful for understanding the impact of engagement. The opposite of employee engagement is a zombie employee. A zombie employee is a disengaged employee that will stumble around the office, lower morale and cost the company money. .

Linkage research (e.g., Treacy) received significant attention in the business community because of correlations between employee engagement and desirable business outcomes such as retention of talent, customer service, individual performance, team performance, business unit productivity, and even enterprise-level financial performance (e.g., Rucci et al, 1998 using data from Sears). Some of this work has been published in a diversity context (e.g., McKay, Avery, Morris et al., 2007). Directions of causality were discussed by Schneider and colleagues in 2003.

Employee engagement is derived from studies of morale or a group's willingness to accomplish organizational objectives which began in the 1920s. The value of morale to organizations was matured by US Army researchers during WWII to predict unity of effort and attitudinal battle-readiness before combat. In the postwar mass production society that required unity of effort in execution, (group) morale scores were used as predictors of speed, quality and militancy. With the advent of the knowledge worker and emphasis on individual talent management (stars), a term was needed to describe an individual's emotional attachment to the organization, fellow associates and the job. Thus the birth of the term "employee engagement" which is an individual emotional phenomenon whereas morale is a group emotional phenomenon of similar characteristics. In other words, employee engagement is the raw material of morale composed of 15 intrinsic and extrinsic attitudinal drivers. (E.g. Scarlett Surveys 2001).

Table - 1 Demographic profile

S.NO	FACTORS	NO.OF RESPONDENTS & PERCENTAGE
1	AGE 20 – 30 30 – 40 40 – 50 Above 50	34 31 30 5
2	GENDER Male Female	98 02
3	QUALIFICATION P.G U.G ITI Diploma H.Sc	21 06 57 12 04
4	MARITAL STATUS Married Unmarried	74 26
5	EXPERIENCE 1 – 10 Yrs 11 – 20 Yrs 21 – 30 Yrs	51 25 24

Source: primary data

3. HYPOTHESIS TESTING

- There is a significance relationship between age and satisfaction to work.
- There is a significance relationship between education & opportunity to learn and grow.
- There is a significant relationship between gender& superior.
- There is a significance relationship between feel about opinion based on experience.
- There is a significance relationship between commitments of quality work based on education.

4. FINDINGS

- 34% of the respondents are coming under the age group of 20-30yrs,31% of the respondents are coming under the age group of 30-40yrs, 30% of the respondents are coming under the age group of 40-50yrs.
- 98% of the respondents are Male.
- 74% of the respondents are married
- 48% of the respondents are skilled operative employees
- 51% of the respondents having experience between 1-10 yrs.
- 56% of the respondents are have been agreed with the satisfied working condition.
- 62% of the respondents are agreed that they have the materials and equipment with them to do their work rightly.
- 75% of the respondents are got opportunity for doing their work best.
- 45% of the respondents are received award and praise for their good work.
- 70% of the respondents are agreed that their superiors care them as a person.

- 61% of the respondents are agreed that their colleagues at work encouraged their development.
- 68% of the respondents are agreed that their opinion is being considered.
- 96% of the respondents are feel that mission & vision of the company makes them to feel that their job is important.
- 76% of the respondents are agreed that their colleagues are committed to do quality work.
- 82% of the respondents have best friend at work environment.
- 58% of the respondents have received feedback on their progress in work.
- 65% of the respondents agreed that they had opportunity to learn and grow during last year.
- 78% of the respondents are proud about their company.
- 71% of the respondents agreed that employees feedback is given due importance by the management.
- 63% of the respondents agreed that senior management invites feedback from employees.
- 55% of the respondents are satisfied with the cooperation between departments.
- 60% of the respondents are satisfied with the services provided by other departments.
- 37% of the respondents feel they are constantly challenged to improve their level of performance.
- 72% of the respondents feel that their work permits enough time to spend with their family.
- 80% of the respondents agree that their supervisor consults them before taking decision in their work area.
- 65% of the respondents are aware of performance management system of the company.
- 78% of the respondents agreed that their development needs were identified during evaluation process.
- 53% of the respondents feel that the companies have been provided required safety equipment's to carry out their work safely.
- 88% of the respondents feel that the company is treating employees equally.

5. SUGGESTIONS

- Employees have a high trust in management. It can be maintained in such a way employee's involvement and commitment will Increase.
- The employee's works have been recognized by the management and appreciated. It can be maintained in such a way that the Employee's morale will be improved.
- Through Creating a congenial work atmosphere and pleasing surroundings, and arranging for better job facilities by having better Tools and appliance will improve working capacity; develop enthusiasm, and a sense of loyalty towards the Organization.
- Several mentoring programs, workshops, seminars can be conducted in the organization, so that the employees can discuss their Problem relating to the organizational climate.
- The nature of relationship with immediate supervisor can be in a friendly manner which in turn increases the productivity.
- The required material & equipment to carry their work may be provided to complete their work in time.
- From the survey considerable respondent received appreciation for their good work. But still to increase this level new schemes will Be introducing. Such as cash award, promotion, praise awards (financial & non-financial incentives) maybe through there motivating The employees challenging level also increasing.

CONCLUSION

Engagement is an increasingly important human capital metric because:

- Engagement levels correlate with business performance
- Measuring Engagement tells us how well we are doing in the competition for talent
- Driving Engagement levels higher improves our ability to attract, motivate and retain talent and so generates value from our human Capital investment.

Engagement is not a simple matter. Nothing is more dangerous than measuring engagement without making the commitment to act on the feedback. Engagement has to be a leadership-driven initiative from the most senior level all the way to the front line. No one affects an employee's engagement as much as his or her immediate leader. To find the level of employees engagement by framing different objectives & questionnaire, from the respondents, we came to the conclude that by creating cordial relationship between the lower level employees to the top management. By providing training to the employees there is a possibility to increase the handling of novel tools and to increasing their productivity. By implementing the above suggestions, we assure that the above productivity increases with less manufacturing cost, at the same time employees are happy and satisfied in their work.

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