

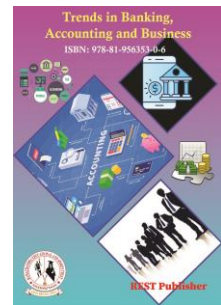


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A Study on Employee Engagement with Reference to Kems Sakthi Precisions at Hosur

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Abstract: Employee engagement significantly impacts organizational success by influencing productivity, retention, and morale. This study explores the dimensions of employee engagement, including its drivers and outcomes, through surveys and interviews across various industries. Key drivers identified include job satisfaction, recognition, and professional development opportunities. Engaged employees, who find their work meaningful and feel valued, exhibit higher performance and innovation levels. The research highlights how leadership styles, organizational culture, and communication affect engagement. It also addresses the negative effects of disengagement, such as increased turnover and decreased productivity, stressing the need for effective engagement strategies. Recommendations include implementing feedback mechanisms, investing in development programs, and fostering a supportive and inclusive environment. This study provides insights into the complex nature of employee engagement and offers practical advice for organizations to enhance their engagement practices, achieving sustainable success and a competitive edge.

Keywords: Employee engagement, job satisfaction, organizational culture, leadership styles, employee retention, productivity, professional development, feedback mechanisms, inclusive workplace.

1. INTRODUCTION

The research is on the basis of “a study on employee engagement at kems shakti precision castings pvt ltd” employee engagement refers to the emotional commitment an employee has to their organization and its goals. Engaged employees are passionate about their work, feel a sense of connection to their company's mission, and are willing to go the extra mile to contribute to its success. This concept encompasses both the rational and emotional aspects of the employee-employer relationship. A strong emphasis on employee engagement has become increasingly important for organizations seeking to improve productivity, reduce turnover, and foster a positive work culture. Engaged employees tend to be more productive, innovative, and customer-focused, leading to better business outcomes. Employee engagement is the “extent to which an employee commits to something or someone in the organization and how long they stay as a result of their commitment”. The main focus of this dissertation is an evaluation and measurement of employee engagement. Employee engagement is defined by Kahn as “the harnessing of organizational members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances” (Kahn, w.a. 1990). Within the literature review the researcher reviewed academic as well as practitioner research relating to the subject matter of employee engagement. The researcher, in completion of the dissertation, utilised peer review journals, as well as internet searches in order to find up to date practitioner publications on employee engagement. The context of the dissertation was based within the service stations of Topaz, which fall under the South Dublin catchment area. Topaz has been present in the Irish petrol service station market for the last 3 years. It took a foothold in the Irish market by acquiring and subsequently merging Statoil and Shell service stations, which through their re-branding of the acquired service stations, gave them a country wide presence in a matter of months.

2. SCOPE OF THE STUDY

employee engagement encompasses a broad and multifaceted exploration of how engagement manifests within an organization and its implications. The study aims to delve into various dimensions of employee engagement, starting with an in-depth analysis of the factors that influence engagement levels among employees. This includes examining personal attributes, such as age, gender, and tenure, as well as organizational factors, like leadership styles, workplace culture, job design, and opportunities for professional development. By identifying these drivers, the study seeks to pinpoint specific areas where the organization can intervene to boost engagement. Furthermore, the study will measure current engagement levels across different departments and job roles within the organization. This involves using validated survey instruments and possibly qualitative methods, such as interviews or focus groups, to gain a comprehensive understanding of how engaged employees feel in their day-to-day work. The study will compare these findings with industry benchmarks to gauge where the organization stands relative to its peers. The impact of employee engagement on organizational performance is another critical area of focus. The study will explore how engagement correlates with key performance indicators such as productivity, quality of work, customer satisfaction, and financial performance. Additionally, the relationship between engagement and employee retention will be examined, with a particular emphasis on understanding how engaged employees are less likely to leave the organization. This aspect of the study will provide insights into the cost implications of employee turnover and the benefits of investing in engagement initiatives. Leadership and management practices are pivotal to employee engagement, and the study will investigate how different leadership styles and managerial behaviors influence engagement levels. This includes looking at communication effectiveness, support for employee development, and the extent to which employees feel valued and recognized by their supervisors. Moreover, the study will assess the overall organizational culture and work environment to determine how they contribute to or detract from employee engagement. Factors such as work-life balance, workplace amenities, and the psychological safety of the work environment will be considered.

3. OBJECTIVE OF THE STUDY

Identify Factors Influencing Engagement: Determine the key drivers that contribute to high levels of employee engagement within the organization.

Assess Engagement Levels: Measure the current levels of employee engagement across different departments, roles, and demographic groups.

Impact on Performance: Evaluate how employee engagement affects individual and organizational performance, including productivity, quality of work, and overall business outcomes.

Employee Retention and Turnover: Investigate the relationship between employee engagement and retention rates, identifying how engagement influences turnover intentions.

Job Satisfaction: Explore the connection between employee engagement and job satisfaction, understanding how engaged employees perceive their roles and responsibilities.

Leadership and Management: Examine the role of leadership and management practices in fostering or hindering employee engagement.

Work Environment and Culture: Analyze how the organizational culture and work environment impact employee engagement levels.

Communication and Feedback: Assess the effectiveness of internal communication and feedback mechanisms in promoting employee engagement.

Engagement Strategies: Identify best practices and strategies that successful organizations use to enhance employee engagement.

Employee Well-being: Investigate how employee engagement correlates with overall well-being, including mental health, stress levels, and work-life balance.

4. LITERATURE REVIEW

According to Sirota (2005) "Morale is a direct consequence of being treated well by the company, and employees return the „gift“ of good treatment with higher productivity and work quality, lower turnover (which reduces recruiting and training costs), a decrease in workers shirking their duties, and a superior pool of job applicants. These gains translate directly into higher company profitability. Satisfied employees lead to satisfied customers,

which results in higher sales. Satisfied customers and higher sales, in turn, result in more satisfied employees who can enjoy the sense of achievement and the material benefits that come from working for a successful company. It's a virtuous circle – the best of all worlds”.

Saks (2006) argues that employee engagement differs from organizational commitment (OC) on the grounds that OC represents a person's attitude and connection concerning their organization, while on the other hand, engagement is more than an attitude, it is how psychologically, cognitively and behaviourally employed the Individual. Is in their role, displayed by how attentive they are to their work and how absorbed the individual is in the performance of the role. Employee engagement also differs from OCB, as engagement is concerned with the passion for one's role, while OCB is concerned with extra -role and voluntary behaviour.

May *et al* (2004) was the first empirical study to test Kahn's (1990) model. May *et al* (2004) establish that, in line with Kahn's (1990) study, meaningfulness, safety and availability is strongly positively correlated to engagement. Job enrichment (the development of increasing intrinsic job elements and down-grading attention of extrinsic factors, Kaplan, Tausky & Bolaria [1969] and role fit to be positively correlated with meaningfulness; rewarding co-worker and encouraging supervisor relations were positively correlated with safety. Loyalty to worker norms and self-consciousness were negative predictors of safety. The amount of resources available to the individual were positively correlated with psychological availability, on the other hand participation in outside activities was negatively correlated with psychological availability. Meaningfulness was found to be the most influential psychological dimension in determining engagement levels among individuals in the workplace. From researching the literature, an alternative model of engagement has emerged from the burnout literature. Job engagement is perceived as a positive anti-thesis of burnout, as according to Maslach *et al* (2001), individual burnout encompasses the attrition of engagement with one's job/role.

5. RESEARCH METHODOLOGY

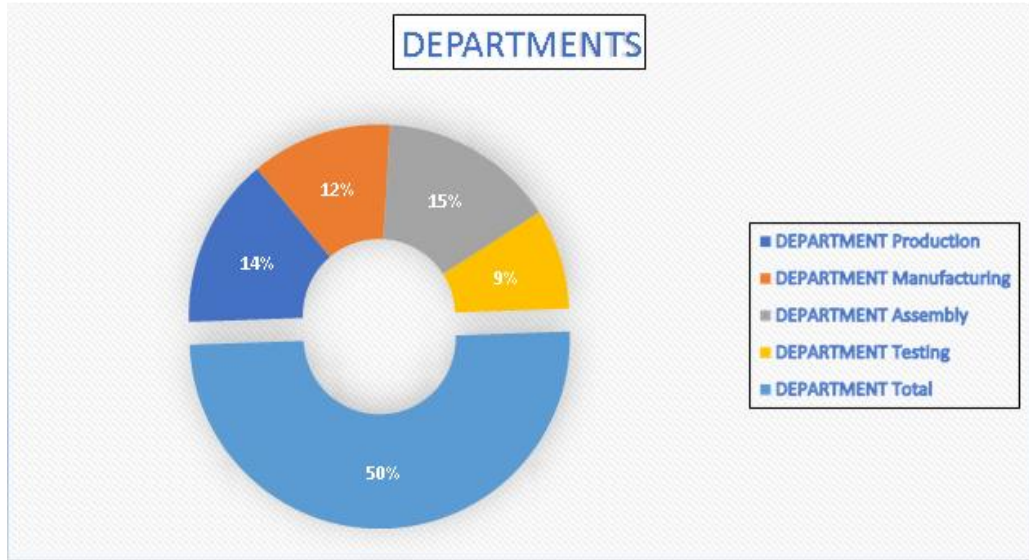
The researcher had to decide which methodology or combinations of methodology were going to be most practical and yield the best results from the primary research. There are two types of methodological approach that can be used. These two approaches are qualitative and quantitative. Quantitative research can be utilized as a research strategy if the emphasize of the research is on quantification in the collection and analysis of the data. Quantitative analysis involves using a deductive approach to the relationship between theory and research, where the emphasis is placed on testing the theories. Quantitative analysis also incorporates common practices and norms of the natural science model and of positivism in particular. Quantitative analysis represents a view of social reality as an external objective reality. Qualitative analysis on the other hand is utilized as a research strategy, where the researcher is looking to emphasize words instead of trying to look for quantification in the collection and analysis of data.

6. DATA ANALYSIS

Percentage Analysis

Department

	Particular	No of respondents	Percentage
Department	Production	29	29%
	Manufacturing	24	24%
	Assembly	30	30%
	Testing	17	17%
	Total	100	100%

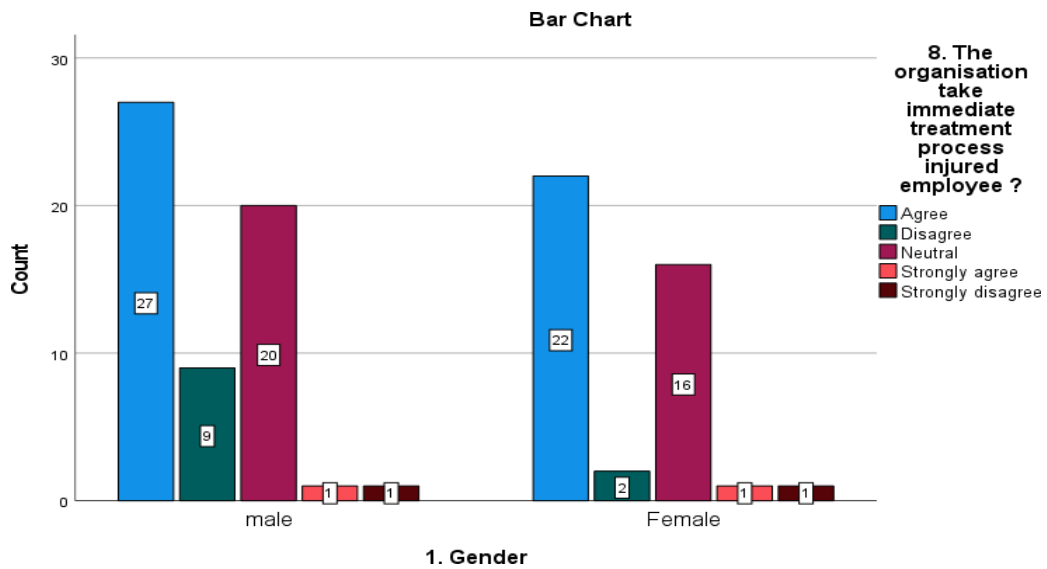


Chi-square test

Chi-Square Tests			
	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	2.924 ^a	4	.571
Likelihood Ratio	3.204	4	.524
Linear-by-Linear Association	.002	1	.960
N of Valid Cases	100		

a. 5 cells (50.0%) have expected count less than 5. The minimum expected count is .84.

Difference between Gender with respect to Health and safety



7. FINDINGS

1. From the study it was found that, almost 90 % of the associates are highly engaged with the company both intellectually & emotionally.
2. According to the respondents 86% of the associates feel the birthday bashes celebration is entertaining, 50% of the associates attend the birthday bashes celebration regularly and 76% of the associates prefer increased entertainment programs.
3. The study found that 80% of the associates have opted excellent for the external agencies giving a presentation/seminar at EFD, 76% of the associates agree the external agencies had the ability to hold the interests of the audience.
4. In the study the topics preferred by the associates are as follows
5. 33.33% of the employees prefer Personality Development,
6. 16.67 % of the employees prefer Health Care,
7. 20% prefer Financial Enhancements,
8. 16.67 % prefer Stress Management, and
9. 13.33 % prefer Individual Social Responsibility

8. SUGGESTIONS

From the overall study it is proved that most of the associates are highly engaged with the organization; however the associates have fewer problems with the engagement activities, those problems can be rectified by using the following measures so that employees can develop ownership of their goals, targets, and milestones, and enhance their contributions to the company and increase their impact. To have a perfect response for the birthday bash celebration the organization can increase the entertainment programs with more number of games, puzzle solving, riddles & also may distribute gifts. As the associates are very much interested in External agencies giving presentations/seminars at KEMS SHAKTI, the organization can recognize their preferred topics and made them feel that their contribution was important and to believe their values were mirrored by those espoused by senior management. The team HR can maintain the same regular intervals for town hall meetings & skip level meetings to ensure a healthy relationship amongst the associates & employers. Finally the organization can increase the engagement activities like hiring a team- building expert and arrange a one-day retreat, create an anonymous feedback mechanism, Provide feedback and guidance every now & then, provide them with various services to help them balance their work and family lives to understand the associates and to engage all the employees more actively than the present level.

9. CONCLUSION

Every business is made up of people that is human resources. An organization is nothing without human resources. The effective management of human resources will have a major impact on how successful the business becomes. It is universally agreed that the quality of human resources is the major factor in maintaining the competitiveness and profitability of the today's business. So, the survival and success of the organizations is with the management of its human resources. From this research it is identified that some of the factors of engagement are working condition, superior support, co worker support, career growth, organizational support and rewards and recognitions. And some of the measures for the enhancement of employee engagement are providing promotional opportunities for employees and by giving them some visibility on their career development will make them satisfied and also leads to retention of highly skilled employees. From the study on the employee engagement activities at KEMS SHAKTI, it was found that the most of the associates are highly engaged with the company both intellectually & emotionally. Also the study infers that the associates are more pleased about the birthday bashes celebrations and external agencies giving presentations/seminar at KEMS SHAKTI, however they expect more increased entertainment programs. Therefore the concern has to concentrate more on increasing the entertainment programs & recognize their personally preferred topics for external agencies presentations. With regards to the approachability of HR & meetings conducted by the HR's at KEMS SHAKTI are convincing for the associates.

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