

## **THE ROLE OF EMPLOYEE ENGAGEMENT AND STRATEGIC TOOL IN HRM**

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### **ABSTRACT**

Employee engagement is the level of commitment and involvement an employee has towards their 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 is a positive attitude held by the employees towards the organization and its values. The paper focuses on how employee engagement is an antecedent of job involvement and what should company do to make the employees engaged. Employee engagement is the level of commitment and involvement an employee has towards their 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 is a positive attitude held by the employees towards the organization and its values. The paper focuses on how employee engagement is an antecedent of job involvement and what should company do to make the employees engaged.

### **INTRODUCTION**

**EMPLOYEE ENGAGEMENT** is one of the important factors, which has drawn attention of managers in the organization as well as academicians. Employee engagement means total of engagement employees towards his job and as well as in the organization. Employee engagement is a set of favorable and un-favorable feelings with which employees view their jobs, the place of work, and the nature of job they do, the quality of supervision the received, co-workers pay and perks and promotional agencies.

### **DETERMINANTS OF EMPLOYEE ENGAGEMENT**

#### **Work environment**

Work place with openness and trust, matching physical facilities, flexibility is quite conducive for satisfaction and job performance. Alternative work schedule like

flexi time, compressed work sheet etc., and a work environment which encourages employees to air their views freely is more motivating.

### **Relationship with superiors and colleagues**

The individual's gets clue of behavior from their superiors and colleagues. They develop and apply beliefs, attitudes and values derived from the group of superiors and colleagues with whom they are associated.

### **Motivation and recognition**

Motivation is a process of stimulating people to attain to accomplish the desired goals. Motivation is an internal feeling and in person totality not in part is motivated. There are number of theories in motivation. The motivation is classified into two types. First one is the employees motivated through money. It is called financial motivation.

### **Welfare facilities**

Welfare measures to overcome employees' occasional problems such as illness, absenteeism and any other hardships.

### **Job security**

It attempts to design a job in such a way that it becomes more interesting and challenging so that job holder makes meaning out of that. The degree of job security determines the degree of employee Engagement.

### **Grievance handling**

It is one of the important factors to achieve the organizational goal. It should be emphasis on upward and downward grievance. It helps the employees to get opportunity to express their feelings and views

### **Quality policy**

It is an enhancement to the traditional way of doing business. When the expression quality policy is used, we usually think in terms of an excellent of production and services that fulfill or exceed our expectations. These expectations are based on the intended use and selling price.

### **Individual's growth opportunities**

An employee particularly the achievement-oriented one, seeks growth through his work. If the works provides him opportunity for personal growth and to develop his personality he will feel committed to the job and the organization.

### **Goals and responsibilities**

When an individual enters the organization, the job description should be clearly explained by the management. The employees have to know the goals and responsibilities in their job. If the employees are clear with their goals and responsibilities it helps them to get opportunity in their job.

### **Image of the organization**

Apart from value forming institutions of the society, organizations where individual work, also shape their value through in lesser degree. An organization has its own images which are reflected in the form of collective values of individuals who join it. Where the organization image is poor, the employee may either leave the organization.

### **Training and development**

Training is a process of learning a sequence of programmed behavior. It is an application of knowledge. It gives an awareness of the rules and procedure to guide their

behavior. It attempts to improve their performance on the current job or prepare them for an intended job.

Development is a long term educational process utilizing a systematic or organized procedure by which managerial personnel learn conceptual and theoretical knowledge for general purpose. In Elite hospital periodical training is given to receptionist, nurses and lab technicians to increase their efficiency of work.

### **Promotions**

It is a term which covers a change and calls for greater responsibility and usually involves higher pay and better terms and conditions of service and therefore a higher status or rank.

### **Aspects of Employee Engagement**

Three basic aspects of employee engagement according to the global studies are:-

- The employees and their own unique psychological make up and experience
- The employers and their ability to create the conditions that promote employee engagement
- Interaction between employees at all levels.

Thus it is largely the organization's responsibility to create an environment and culture. Conducive to this partnership, and a win-win equation

### **Categories of Employee Engagement**

**Engaged**--"Engaged" employees are builders. They want to know the desire expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day.

**Not Engaged**---. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks. Employees who are not-engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their coworkers.

**Actively Disengaged**--The "actively disengaged" employees are the "cave dwellers."

They're "Consistently against Virtually Everything." They're not just unhappy at work; they're busy acting out their unhappiness .They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged coworkers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning

## **INDIVIDUAL FACTORS**

### **Level of Education**

Level of education of an individual is a factor, which determines the degree of employee's Engagement . For example, several studies have found negative correlation between the level of education, particularly higher level of education and in job Engagement . The possible reason for those phenomenon's may be that highly educated persons have very high expectations form their jobs, which remain unsatisfied.

### **Age**

Individual experience different degree of employee Engagement at different stages of their life. Employee Engagement is high at the initial stage, gets gradually reduced, starts rising up to certain stages, and finally dips to a low degree.

### **Other factors**

Besides the above two factors, there are other individual does not have favorable social and family life, he may not feel happy at the work place. Similarly other personal problem associated with him may affect his level of job Engagement .

## **CONSEQUENCES OF EMPLOYEE ENGAGEMENT**

High employee Engagement may lead to improve productivity, increased turnover, improve attendance, and reduce accidents and less job stress

### **Productivity**

The relationship between Engagement and productivity is not definitely established. However, in the long run employee Engagement leads to productivity

### **Employee Turnover**

High employee turnover is of considerable concern for employees because it disrupts normal operations, causes morale problems for those who stick on, and increase the cost involved in selection and training.

### **Job Stress**

Job stress is the body response to any job-related factor that threatens to disturb the person's equilibrium.

### **Satisfaction and Safety**

Discouragement may take one's attention away from the task at hand. So inattention leads directly to accidents.

## **REVIEW OF LITERATURE**

**Lahiri and Chaudri (1966)** concluded from their study that the nature of job may not be accepted as predicting variable in determined to relative importance of job factors.

**Kumar, Singh and Verma (1981)** studied job expectations of 117 supervisors and manager in a private sector organization in varanasi. Among the job expectations factors studied job security obtained the first rank, followed by opportunity for advancement play according to merit, working condition etc.

**Mishra (1992)** found significant relationship between respondents from public and private sectors with regard to the climate satisfaction relationship on such dimensions as scope of advertisement monetary benefits, objectively appreciation training, education and welfare facilities.

## **OBJECTIVES OF THE STUDY**

- To study the Employee Engagement with special reference to Roots Industries India Limited, Coimbatore.
- To identify the disparity in Engagement level of Executives, Staff and Operators.
- To identify the factors affecting the Engagement level of employees.
- To give suggestions to the management regarding improving the Engagement level of employees.

**LIMITATIONS OF THE STUDY**

- The study is based on the employees’ attitude and opinion in which the attitude may change.
- The result of the study depends upon the information given by the employees which may be biased.
- The data provided by the workers not to be accurate due to the fear of the top management and the state of mind while filling in the questionnaire.
- Detailed explanation has to be given to the employees regarding the questionnaire and so it was time consuming.

**RESEARCH DESIGN**

The researcher has adopted **Descriptive research** study. About 400 employees in automobile industry were considered as population during the period of Aug 2010-Sep 2010. of the study. The primary data was collected with the help of Questionnaire and interview schedule. The secondary data was obtained from brochures, and other company records. The various steps taken for data analysis are editing, coding, tabulating, and summarizing the data and usage of statistical tool. After calculating simple percentage analysis, values are assigned to the five point scale as 5 for weighted-Average method and Chi-square test.

**Table 1:Table Showing the work environment of the respondents towards various factors**

WORK ENVIRONMENT	EXECUTIVES		STAFF		OPERATORS	
	WEIGHTED AVERAGE	CRITERIA	WEIGHTED AVERAGE	CRITERIA	WEIGHTED AVERAGE	CRITERIA
Physical/technical	4.2	A	4.6	A	3.4	NAOD
Machinery	3.6	NAOD	3.3	NAOD	3.4	NAOD
Space allotted	4.3	A	4.1	A	4.0	A
Adequately illuminated	4.4	A	4.2	A	4.1	A
Adequately ventilated	5	SA	4.2	A	4.3	A
Infrastructure	5	SA	4.5	A	4.3	A
Working hour comfortable	4.4	A	4.4	A	4.7	A

**INTERPRETATION**

At 5% level of significance and 1 degree of freedom the computed value of Chi – Square is **2.19** and the table value is 21.026, the computed value is lesser than the table value, and hence the null hypothesis is accepted.

**Table 2: A chi-square analysis to test whether the present pay scale and the age level associated to each other or not**

**NULL HYPOTHESIS (H<sub>0</sub>)**

There is no significant relationship between the present pay scale and the age.

**ALTERNATIVE HYPOTHESIS (H<sub>1</sub>)**

There is significant relationship between the present pay scale and the age.

PRESENT PAY SCALE	AGE				TOTAL
	21-30	31-40	41-50	ABOVE50	
Strongly agree	1	0	1	1	3
Agree	3	4	4	1	12
Neither agree nor disagree	0	0	0	0	0
Disagree	0	0	0	0	0
Strongly disagree	0	0	0	0	0
<b>Total</b>	4	4	5	2	15

**To Calculate the Tabulated Chi – Square Value**

Degree of Freedom = (R – 1) X (C – 1) = (4 – 1) X (5– 1) =12  
 Level of Significance = 5%, i.e., 0.05 = 21.026

**INTERPRETATION**

At 5% level of significance and 1 degree of freedom the computed value of Chi – Square is **2.19** and the table value is 21.026, the computed value is lesser than the table value, and hence the null hypothesis is accepted.

**Table 3: A chi square analysis to test whether the additional responsibility and the experience**

**NULL HYPOTHESIS (H<sub>0</sub>)**

There is no significant relationship between the additional responsibility and the experience.

**ALTERNATIVE HYPOTHESIS (H<sub>1</sub>)**

There is significant relationship between the additional responsibility and the experience.

ADDITIONAL RESPONSIBILITY	EXPERIENCE				TOTAL
	Less than 5 years	5-10 years	10-15 years	16-25 years	
Strongly agree	1	1	1	2	5
Agree	1	6	1	1	9
Neither agree nor disagree	1	0	0	0	1
Disagree	0	0	0	0	0
Strongly disagree	0	0	0	0	0
<b>TOTAL</b>	3	7	2	3	15

### To Calculate the Tabulated Chi – Square Value

$$\begin{aligned} \text{Degree of Freedom} &= (R - 1) \times (C - 1) = (4 - 1) \times (5 - 1) = 12 \\ \text{Level of Significance} &= 5\%, \text{ i.e., } 0.05 = 21.026 \end{aligned}$$

### INTERPRETATION

At 5% level of significance and 1 degree of freedom the computed value of Chi – Square is **3.28** and the table value is 21.026, the computed value is lesser than the table value, and hence the null hypothesis is accepted

### FINDINGS

- In executives, efforts & hard work and present job shows that the respondents are agree and in staff efforts and hard work shows that the respondents are agree and in operators efforts & hard work and innovative ideas/suggestions shows that the respondents are agree.
- In executives, present pay scale, organization provides, and based on performance shows that the respondents are agree and in staff organization provides shows that the respondents are agree and in operators present pay scale, organization provides and based on performance shows that the respondents are agree.
- In executives, evaluating performance and favour individual shows that the respondents are agree and in staff grievance handling shows that the respondents are agree and in operators based on performance shows that the respondents are agree.
- There is no significant relationship between the present pay scale and the age, Chi – Square is **2.19**, and the table value is 21.026, the computed value is lesser than the table value, hence the null hypothesis is accepted
- There is no significant relationship between the additional responsibility and the experience.
- There is no significant relationship between the goodwill and the training and development.
- There is no significant relationship between the performance appraisal and the technical qualification.

### RECOMMENDATIONS

To improve the employees' level of engagement care should be taken to :

- High official staff can be appointed personnel to interact with employees to find their problems and motivate them to build relationship.
- Performance counseling may be given in frequent intervals
- Employees can be assisted with good Career planning programmes.
- Sponsored higher education programmes may lead to employee commitment and thereby total involvement.

### CONCLUSION

In the ending note of my research study I am confident to say that the study gave me the opportunity for analyzing the management principles of Roots Industries India Ltd. This particular study helps me a lot to prepare questions with the clear cut objectives. Organization develops only when people develop and for this, motivation becomes an important contributing factor with regard to Roots Industries India Ltd... Most of the management practices like career counseling, Relationship with superiors and subordinates, communication system are favorable towards the employees for few a

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factors like promotion policy, welfare facilities, communication process, grievance redressal and recreation therefore from the study, it is obvious that the factors provided by Roots has contributed towards a favorable motivation.

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## **ABOUT AUTHORS**

Author Dr. N. Shani., She has 12 years of teaching experience and specialized in the area of Human Resource Management and Organization behavior. Further, She has published no of articles in National level journal and no of paper presented in various topics in the national level seminars.