

A STUDY OF IMPACT OF EMPLOYEE ENGAGEMENT STRATEGY ON PERFORMANCE OF EMPLOYEES IN MANUFACTURING INDUSTRY

Abstract

This study is conducted to understand the term employee engagement in practical sense. Engaged Employees are the pillars for organization. They are self motivated, passionate for their work, intelligent and skilled employees. Performance of employee depends on level of employee engagement. Highly productive employees are actively engaged in the organizations. They are Pillars for the organizations. Satisfied and motivated work force is a valuable asset for every organization. Employee Engagement Strategy if implemented properly can build up highly satisfied and motivated workforce. Research is done on the basis of secondary data.

Keywords: Employee, Employee engagement, organization, Performance.

Authors

Swati Inamdar

Research Scholar
Suryadata Institute of Management and
Mass Communication

Assistant Professor
SNBP College of Arts, Commerce
Science & Management Studies
Morwadi, Pimpri, Pune, India.
inamdarswati11@gmail.com

Dr. Anand Gaikwad

Professor and Ph D guide
Suryadatta Institute of Management and
Mass Communication
Bavdhan, Pune, India.
dranandgaikwadag2023@gmail.com

I. INTRODUCTION

Manufacturing Companies employee engages their employees in different ways. Organizations should ensure that employees are properly trained; they should have strong feedback system and incentive system for better work in the organization. In different researches the emerging trends and its impact on employee's engagement are studied. Employee Engagement can be defined in different ways. However, we can define Engaged Employee as the one who is committed towards his duties at workplace. The one who constantly gives better output and satisfied employee.

Manufacturing Industry of India is contributing in the economic development of country and also improving productivity of India. Worldwide worker competition is the challenge before manufacturing industry.

Most Manufacturing Companies have their plants in Industrial Areas developed by the Government. Indian manufacturing industries are continuously working for the excellence in their products and successful in achieving competitive advantage. The Manufacturing Sector of our country is contributing to the gross domestic product at 16 percent. Manufacturing Industries contribute major part of National Income in India.

Engaged employees can achieve competitive advantage for the organization. The crux of engagement is to motivate the employees to give quality output in their jobs. The concept of employee engagement is influenced by organization culture, organization communication, managerial styles of leadership etc. Organization can retain engaged employees for a longer period of time. It is also a degree that an individual binds to the organization. It mainly includes challenges at workplace which mainly inspires the individuals. Many organizations become successful in engaging their employees because of time management, proper work load allocation and better communication channels.

II. SCOPE OF THE STUDY

The engaged employees gives better output and positive approach towards customers creating customer satisfaction. HR Managers have to maintain workforce which is productive and satisfied.

Engagement creates prospects for human resources by creating career building opportunities in the organization. It creates environment where employees are motivated with their job and give high quality output. Successful organizations retain their engaged employees for a longer period of time. Engagement of employees is influenced by factors like facilities given to employees, work culture and leadership of the organization. It is helpful in promoting and retaining employees, developing loyalty among the employees for their jobs, improving organizational performance and building up company reputation.

Engaged employees form a emotional bonding with their jobs and organization. It improves employee behaviour with customers and results in customer satisfaction.

III. OBJECTIVES OF THE STUDY

- To study the effects of employee engagement on productivity of the employees.
- To study the relationship between the level of employee satisfaction and employee engagement.
- To identify the factors influence for employee engagement.

IV. RESEARCH METHODOLOGY

The research is based on the analysis of secondary data. Secondary data is collected from different research papers published in different Journals. Literature Review is done and inferences are drawn.

1. **Research Problem: Employee** engagement has close relationship with employee productivity and quality output as well as job satisfaction level. Similarly, individual and job characteristics affect employee engagement.
2. **Data Collection Methods: Secondary** Data is used in this study.

V. LITERATURE REVIEW

The concept of employee engagement is influenced by organization culture, organization communication, managerial styles of leadership etc. The engaged employees talent can be better utilised in the organization. Career development opportunities can be given to them. Their potential abilities can be better utilized in the organization. It reflects in their output and behaviour towards customers creating customer satisfaction.

Engagement creates prospects for human resources to be loyal with their current jobs, to take advantage of career development opportunities .Productivity of engaged employees is better. They utilise their potential abilities better and can prove as asset over a period of time.

It is helpful in promoting and retaining employees, increase customer satisfaction and loyalty, improved organizational performance and build up company reputation. Engaged employees give better service to the customers. It improves employee behaviour with customers and results in customer satisfaction.

Employee engagement helps in generating satisfied workforce. The term is also related with employee commitment, organizational performance outcomes. Employee engagement plays a vital role for the success of any company. It leads to increased productivity, retention, client trust and profitability. Managers should enhance two way communications to ensure that employees have all resources they need to perform job. Appropriate training improves knowledge and skills of employees.

Organizations are emphasising upon significance of employee engagement while taking into consideration all the positive outcomes that engaged employees become key determinant for employer. Engaged employees could bring to workplace high productivity,

lower absenteeism, and turnover, customer satisfaction, innovation, improved performance etc

Harter and Schmidt (2006) define employee engagement as the “individuals involvement and satisfaction with as well as enthusiasm for work “

Many studies identified gender, age, educational qualification; work experience and grade are the key indicators of employee engagement. Past studies suggested that the level of employee engagement is affected by the workplace, demographic characteristics. Ferguson and Carstairs (2007) stated that individual differences may have significant effects on employee engagement in the organization.

1. **Gender:** Gender differences affect employee engagement. Past research found that women at workplace were highly committed and productive than men. However, in recent studies of 2016 and 2017 it was found that there is no relationship between gender and employee engagement.
2. **Age:** Different studies stated engagement level of employees showed higher levels in their young employees (age more than 20 years), and old age (age more than 60 years), however in the middle age engagement levels (30 to 39 years) remain stable.
3. **Designation/position in organization hierarchy:** The latest research found that the engagement level of senior business executives was found higher than junior level executives.
4. **Work Experience:** Post researches have declared that the level of work engagement is more for employees with more experience, more income.

VI. FINDINGS OF THE STUDY

1. On the basis of Literature Review and discussion with employees working in Manufacturing Companies following are the findings of my study :

- New trends in Employee Engagement in Manufacturing industries are rewards, recognition and better communication system as well as care for employees welfare.
- Open communication system is booster for employee engagement.
- Social Media as a tool for Internal Communication – Extended activities such as branding, marketing and recruiting can be implemented.
- Collaboration with Academia – Collaboration with reputed academic institutions is a new engagement strategy. E.g. HCL has tied up with Harvard Business School.
- Women Empowerment and Appreciation Programmes- The facilities like flexi time, day care facilities ensure a healthy relationship with the work place, co-workers and superiors.
- Fitness Programmes – Regular health checkups and diagnosis programmes help employees to remain healthy and productive.
- Rewards and recognition Programmes- Organizations identify and reward leaders who have motivated, engaged and retained the employees in their team.

- Family time at the campus- By arranging family meets in the workplace and conducting entertainment programmes for employees will create better work environment. Infosys and Wipro take such initiatives.
- CSR Programmes are also popular to build up employee engagement.
- Employee engagement trend also covers proper performance management system.
- Strong company culture mission also forms employer brands.

2. The challenge before manufacturing industries in implementing employee engagement initiatives are :

- Insecurity issues about job creates negative work environment among employees towards their jobs.
- Multigenerational workforce in the organization should be handled by different employee engagement initiatives for every age groups.
- Established companies find it easy to implement employee engagement programme.

VII. CONCLUSION

Employee Engagement has its importance in every type of organization apart from its nature of business. It generally results in increased productivity, client trust, retention and profitability. Managers should enhance communication with employees to ensure that employees have all resources they need to perform jobs. Employee performance is highly related to the degree of engagement, motivation, and commitment towards the job.

Manufacturing industry should adopt comprehensive employee engagement programme. It includes training programmes for employees. As constant updation of skills is necessary. Skilled employees are more productive and satisfied. Appropriate training improves knowledge and skills of employees. Team spirit, reward, recognition among employees can be developed due to employee engagement programme.

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