

THE IMPACT OF SOCIAL MEDIA IN EMPLOYEE ENGAGEMENT OF MANUFACTURING ORGANIZATIONS IN PUNE CITY

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Abstract

All the business activities in the world are characterized by features like cut throat competition, business and job uncertainty. This is the era of virtual organizations and businesses all over the world becomes more and more Digitalized. Organizations are focusing on strategies of employee engagement on virtual platform.. The research paper focused on Human Resources Managers and employees working in Manufacturing Companies under Heating Ventilation and Air Conditioning Companies. The study contributes to the effectiveness of Social Media in implementing Employee Engagement of Heating Ventilation and Air Conditioning Companies (HVAC) of Pune City.

Key Words: Social Media, Heating Ventilation and Air Conditioning Companies. Employee Engagement, Pune City.

1. Introduction:

Employee Engagement is a human resource (HR) concept that describes the level of enthusiasm and dedication a worker feels toward their job. Implementation of employee engagement improves productivity of the company, and feels employees that their efforts make a difference. Employee engagement can be linked to job satisfaction and morale. Employees are more likely to be productive and higher performing. Employers can foster employee engagement through effective communication, offering rewards and discussing career advancement, keeping employees informed about the company's performance and providing regular feedback.

2. Literature Review :

Through employee engagement, everyone works together to achieve their professional and personal as well as organizational goals. Effective internal communication, consultation with employees and employee representation are all important elements in employee engagement.

Importance of Employee Engagement:

1. Engaged employees are more productive and customer focused, less likely to leave their organization immediately.
2. The more employee engagement less attrition rate is observed

3. Due to employee engagement performance of the employees, creativity, loyalty, innovation can be optimized.
4. Leadership, effective management, open two way communication, pay and benefits , fair and equal treatment , career development are important.

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.

Engagement is the ability and willingness to contribute to the success. By contributing extra time, brainpower and energy.

Employee engagement describes employee's emotional and intellectual commitment to their organization and its success.

Employee Engagement enriches everyone in the workplace. It is necessary for all employees, leaders, organizations and customers. In engagement, people employ and express themselves physically, cognitively and emotionally during role performance. An engaged employee gives his company his 100 percent. Employee Engagement is a powerful retention strategy.

Through employee engagement everyone works together to achieve their professional, personal and organizational goals. Effective internal communication, consultation with employees and employee representation are all important elements in employee engagement.

Benefits of Employee Engagement for the Employer:

1. Engaged Employees are more productive and customer focused, less likely to leave their organization immediately.
2. The more Employee Engagement less attrition rate is observed.
3. Due to employee engagement employee performance, creativity, loyalty, innovation can be optimized.
4. Leadership, effective management, open tow way communication, pays and benefits, fair and equal treatment, career development are important.

3. Research Methodology

Social Media is the Platform for Employees where they can connect with each other on Digital Mode and can exchange information and share views. HR Manager has to keep the track of Employee Engagement.

Research Methodology: The Primary Data is collected from Employees working in Heating Ventilation and Air Conditioning Companies and using Digital Platform like Whats app, Facebook etc. for Sales Improvement and exchange of information purpose. Survey has been conducted.

Research Objectives:

1. To find out the role of Social Media in Employee Engagement.
2. To know methodology to create Social Media Strategy

3. To explore the advantages and disadvantages of Social Media as an Employee Engagement Tool.

Data Collection:

The non random method of sampling is used in the data collection. The sample size selected was 65 employees from two Companies from total population of 105 employees. The two Companies LG and Kirloskar Chillers Private Ltd were focused for the research purpose.

Data Analysis: Statistical Methods are used for data analysis. ANOVA Test is used for analysis of data.

Hypothesis for the study:

H0: The effectiveness of Social Media cannot be measured for Employee Engagement.

H1: Employees use both Social Media Effectively for Employee Engagement.

ANOVA Test is used for above Hypothesis. The sample size of each group is 5. The data below resulted from measuring the difference in using different social Medias for three different groups. The three social Medias were replicated 5 times.

Level 1	Level 2	Level 3
6.9	8.3	8.0
5.4	6.8	10.5
5.8	7.8	8.1
4.6	9.2	6.9
4.0	6.5	9.3
5.34	7.72	8.56

Means:

The resulting ANOVA table is

Source	SS	DF	MS	F
Treatments	27.897	2	13.949	9.59
Error	17.452	12	1.454	

Total 45.349 14

Correction

Factor 779.041 1

The test statistic is the F value of 9.59.

Since the statistic is much larger than the critical value, we reject the null hypothesis of equal population means and conclude that there is a statistically significant difference among the population means. The p-value for 9.59 is 0.00325, so the test statistic is significant at that level.

4. Findings:

Social Media is one of the business tactics which employees can use to share branded content by their Social Media Profiles. These contents can be divided in tools and track of employee's performance can be kept. The research proved that employees can be involved in

social media for reaching markets. It also shows employees pride and industry expertise. Employees safely share contents about the organization with their followers. Following are the findings which shows that how to get an employee engagement Social Media Strategy.

1. Company can send an Employee Survey - According to Edelman Trust Barometer, 73 % of employees expect themselves to be involved in planning at their jobs. The teams of employees wanted different contents. It shows that the content which employees wanted to share differs according to departments and regions.
2. Company should provide right content to the right employees – When the FMCG Company Sodexo launched Employee Engagement program they started with the executive team and senior leaders. The company designed the content for stakeholder to reach. The Company became successful reaching 7.8 million people. They got high value contract also.
3. Company should provide plenty of content - Initially company can send one or two contents in a day. Employee Engagement contents can better promotes their program. The contents can be informative blog posts, job listings or industry news.
4. Company can run a Social Media contest - Prizes can be a motivator. Incentive Program will be one of the important program,
5. Company can get employees involved in product launches - The creative teams for content preparation are important contributors. When Company's Launch Campaign content is ready to go. It can send an internal announcement. The commitment provides details about the launch and also campaign – specific incentives for the team members is also offered.
6. Company can share Company Swag - Number of Manufacturing Company provides their employees with branded company. Shirts, Jackets, Stickers, Coffee Mugs etc. are used as promotional items. It shows their workplace pride both in real life and on social life.

By using above methods Company can share Promotional Contents. Following are the methods for helping engage employees on social media.

1. Amplify: Whenever company's new social content is ready for posting, can add it to Amplify. The contents can be divided into topics so that employees have easy access for the right contents of their choices. Employees can log on easily. All types of Internal Communication can be sending with the help of Amplify.
2. Workplace by Facebook: Workplace by face book is a tool used by many of the world's leading business. It is one of the important communication resource for employee engagement program, the new events and happenings can be shared by this tool.
3. Hot suite Analytics: It is the unique tool by which one can understand employees sharing habits as well as the impact of the content shared.

The important metrics to track are as follows:

1. Adoption Rate – The number of active employees divided by the number of employees who signed up.

2. Sign up Rate – The number of employees who signed up divided by the number of employees invited to participate.
3. Share Rate – The number of shares divided by the number of active users
4. Number of Clicks – Total number of clicks from employee engagement content
5. Goal Completions- The total number of employees who took the desired action on the content developed (like signed up for a newsletter, number of people made a purchases etc.)
6. Total Traffic – The total number of visits to your website from the content shared.

5. Conclusion:

Social Media is now a day's important tool for Employee Engagement. Organizations can use Facebook, Integra, What sapetc. as a tool for creating Social Media Strategy. Due to Digitalization Social Media is found to be an important tool in Employee Engagement.

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**THE STUDY OF BALANCED SCORECARD AND HR SCORECARD IN EMPLOYEE
ENGAGEMENT OF MANUFACTURING INDUSTRIES.**

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Abstract:

The term Balanced Scorecard is used in Organizations with four different Objectives:

1. Financial Performance of Organization
2. Customer Satisfaction Level
3. Quality Management System
4. Infrastructure of Company, Organization Culture and Learning approach of Employees

However, human resources have their utmost importance in all functions of organization. Without highly skilled and better performing employee strength the strategic objective of organization growth will not be achieved. Every successful organization is backed up with efficient and highly performing employees. Human resource scorecard is the Performance Assessment method. It decided Key Performing Indicators and performance evaluation methods of Human Resource. The Researcher tries to focus on the relationship between Balanced Scorecard, HR Scorecard and Employee Engagement. The Researcher has used Secondary Data Collection Method.

Key words:

Balanced Scorecard, HR Scorecard, Employee Engagement, Key Performance Indicators

Introduction :

The Balance Scorecard Model was developed by Dr David Norton and Dr Robert Kaplan of Harvard Business School. The Balanced Scorecard is a popular concept all over the world now a days. All important departments like Marketing, Finance and HR are dependent on each other. More investments in Finance department may result in more advanced products. Marketing Department may need to take extra efforts to sell their product and ultimately, HR Manager needs to hire intelligent and experienced manpower to sell the product and give after sells service to customer.

The concept of HR Scorecard is more popular in manufacturing industries due to its unique nature of alignment of Strategic Objectives with HR Objectives.

Research Objectives of Study :

1. To study relationship between Balanced Scorecard and HR Scorecard
2. To study Human Resource Engagement Perspective of HR Scorecard
3. To study usefulness of HR Scorecard in Manufacturing Sector Literature Review :

The Balanced Scorecard Concept was developed in early 1990's by Dr Kaplan to judge the performance of each department like finance, marketing, Human Resources etc. Apart from traditional performance appraisal tool, new Human Resource Scorecard Concept is a valuable performance measuring tool. Balanced Scorecard aligns organization goals with all Human Resource Goals. Employee Motivation results in higher or lower productivity. The productivity of employees depend on employee wellbeing, employee development, different Human Resource Practices, Task Identity etc

Human Resource activities provides its focus on long term vision and mission formulation. Organization needs to perform continuous valuation of all its resources. Human Resource Score Card focuses on human resource competency, Human Resource Engagement and Human Resource Performance. Human Resources are considered as important valuable asset of the organization.

Research Methodology :

The researcher has done the Research on the basis of Secondary Data. The main source of information was available journals and research papers.

Research Problem :

The Human Resource Scorecard is effective tool in the field of management. Data Collection :Secondary Data is collected through Journals and Case Studies. Findings of the Research :

1. The Balanced Scorecard is a strategic planning and management system which is used mainly for business and industry. As well as by government and non profit organizations all over the world.
2. The main purpose of Balanced Score Card is to improve internal communication system.
3. It is also used to monitor performance of organizations
4. Balanced Scorecard is mainly used for strategy execution
5. It highlights the knowledge , skills, systems that employees would need for learning and growth
6. The Balanced Scorecard helps company's Chief Executive Officers to check business from four different perspectives including Finance, Marketing and HR.

SWOT Analysis is one of the tool used for taking into account the different requirements of stakeholders. Key Performance Indicators are important strategic management tools. According to Kaplan and D P Norton, all these indicators focus on its operational team.

It has been observed that there is Strategic Alignment of strategic objectives with HR Objectives. For example if organization wants to enter new market it can develop new marketing team. It can take Recruitment or Training Decisions. Employee Engagement occurs in following ways :

Financial Perspective : Employee productivity and output increases. Rising demand for the better quality products improves turnover of the company resulting in increasing turnover of the company.

Customer Perspective : Better quality of products and quick services from the organization increases customer satisfaction. Here, employees are playing important role in providing better quality products and services. Until and unless full potential of the employees are utilized and they remain engage customer satisfaction is not possible.

Internal Process : Many manufacturing organizations have improved their quality standard by introducing quality standard initiatives like 5s Kaizen, ISO as quality improvement standard.

Conclusion :

The Employees are considered as important and valuable asset of the organization. The skilled and efficient workforce is important and valuable asset of the organization. Training makes them more productive and efficient many a times. Similarly, monetary and non monetary motivators are playing important role in employee engagement. Balanced Scorecard and HR Scorecard are contributing as important factor in Employee Engagement. Job Satisfaction is also having connectivity with employee engagement. The engaged workforce are many a times Satisfied with their present Jobs. Such employees remain loyal with organization for longer period of time and employee turnover rate is also remain negligible.

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SUSTAINABLE HR PRACTICES OF EMPLOYEE ENGAGEMENT UNDER WORK FROM HOME POLICY IN MANUFACTURING COMPANIES LOCATED IN PUNE CITY.

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Abstract : After Covid -19 Pandemic new culture in Corporate World developed. It is remote working. Many employees were asked to do remote working due to lockdown situation in the world. Manufacturing Companies are not exception for that. All the employees were asked to do work from home initially after lockdown situation. However, it becomes challenge for employer to keep track of the employees working as direct communication and meetings with employees were not possible. Microsoft teams, Google Meet, Zoom became common platforms for the employees to connect with each other. Employers developed new methodologies of employee engagement. After pandemic also some employees prefer to do work from home and it becomes a new work culture in the organization.

Key words : Work from home, employee engagement, remote working, manufacturing companies.

Introduction : Everyone works together to achieve their professional and personal as well as organizational goals. Effective internal communication, consultation with employees and employee representation are all important elements in employee engagement.

Importance of Employee Engagement :

1. Due to employee engagement performance of the employees, creativity , loyalty, innovation can be optimized.
2. Leadership, effective management, open two way communication, pay and benefits , fair and equal treatment , career development are important.

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.

Engagement is the ability and willingness to contribute to the success. By contributing extra time, brainpower and energy.

Employee engagement describes employees emotional and intellectual commitment to their organization and its success.

Literature Review :

Engaged Employees :

Those are passionate employees who perform well in the organization. They are also innovative, always speak positively for the organization. They are also innovative, always speak positively for the organization. They work for long term career in the organization.

Not Engaged :

They contribute little to the organization. They are not passionate for their jobs. They look for short term career in the organization.

Actively Dis Engaged :

Those are unhappy employees at work. They can cause great damage to the organization.

Drivers of Employee Engagement :

1. Open Communication System : Open Communication System is important for communicating all important messages to the employees. Important communication should be passed on to the employees at all levels.

2. Trust and Respect : The trust on employees is another concern. Employer can achieve his goals with these two parameters.
3. Decision Making Power : The Decentralization of authority and responsibility is important at all levels. It will improve employees commitment and loyalty with the organization.
4. Teamwork : At all levels in the organization teams should be inspired with organizational vision , mission and objectives. Teams are the backbones of every organization. Good teamwork can achieve organizational goals clearly.
5. Progressive HR Practices : The HR Managers should implement HR Practices like training and development, career development opportunities, performance management system etc. The better performing employees are assets for the organization. They should be promoted at higher positions.
6. Recognition and reward , motivation : The employees whose performance is better should be recognized at all levels. They should be rewarded with monetary and non monetary benefits. Those employees are valuable assets for the organization.
7. Satisfaction and involvement : Employee job satisfaction and involvement matters are key towards organizational success. The satisfied employees are more productive and better performer than others.

Meaningfulness : Meaningfulness refers to the purpose behind the work. An employee who understands the ways in which a company's product or service benefits society and identifies as an important personality in the organization.

Scope of the Research : The research is done on the basis of Secondary Data collected from research papers published related to my research topic.

Research Problem Statement :

Work From Home is a normal concept in IT Industry. However, after covid – 19 work from home becomes a new culture in all the industries. People learned new things by working from their homes. Employee Engagement becomes a challenge for HR Managers. They find new methods of employee engagement in online mode.

Research Objectives :

1. To apply concept of employee engagement in Companies.
2. To know work from home culture .
3. To identify techniques of employee engagement under work from home policy.

Research Methodology :

The Researcher has reviewed Research Papers on Employee Engagement and Work From Home Policy published in different Journals as a part of Literature Review. The findings of the study are explained herewith supporting to the Research Topic.

Findings :

The Research Papers are studied with the objectives. To understand employee engagement practices in Automobile Industry. The study was done on the basis of Secondary Data. The research was done for finding performance of highly engaged employees at workplace. Engaged employees are happy and productive workforce of organization. It results in business success. Better implementation of employee engagement results in more profit, productivity, customer satisfaction, innovation, health and safety, low sickness and absence , reduced turnover. The authors have focused on loss of employee engagement.

The ten C's of employee engagement discovered by author are as follows :

Outcomes of Employee Engagement :

1. Employee Satisfaction
2. Productivity
3. Retention
4. Profit

Research Gap : Due to Covid 19 Work From Home was introduced. Employees started work remotely. Employers need to encourage companies faced issues of computers, internet access, tools at home etc. People faced social isolation, stress management and time management. Is it possible for companies to introduce permanent work from home policy ? in manufacturing companies.

New trends in Employee Engagement in Indian IT Sector are :

1. Communication, appreciation, rewards, recognition and care are important for employee engagement
2. Open communication system is important
3. Social media is a tool for Internal Communication
4. Blogs for imparting informal dialogues are also important
5. Collaboration with academic institutions & world class universities
6. Women Empowerment and appreciation programs
7. Fitness Programs and workshops
8. Rewards and recognition
9. Family get togethers
10. Corporate Social Responsibility Programs
11. Strong company culture

Research Gap : Managers should give quality time for employees. Insecurity of jobs is the most common reason for employees who leave the jobs There is need for research for manufacturing companies. Manufacturing companies also have new trends in employee engagement.

Literature Review of 40 Research Papers had been done by the Researcher Following Remarkable things have been found about Employee Engagement Concept :

Engaged Employees care about their work and about the performance of the company. They feel that their efforts make a difference. An engaged employee is in is more than a paycheck and may consider their well being linked to their performance and thus instrumental to their company's success. Employee Engagement is related to the level of job satisfaction and improving morale of the employees. It has been observed that engaged employees are more productive and higher performing.

Tesla, Inc. (TSLA) faced high number of injuries at its Fremont Car assembly plant. They used transparent communication as an employee engagement strategy for improvement in safety of employees. The founder and CEO Elon Musk, informed employees that he wanted every injury should be reported to him, without exception so he could understand exactly what was needed to avoid accidents. As a result number of accidents have been reduced by more than 50% in 2019 compared to 2018, according to company's blog post.

The four essential components of employee engagement are enablement, energy, empowerment and encouragement for creating engaged workplace etc It shows that Employee Engagement is having functional relationship between organization and its employees . Engaged Employees work more dedicatedly for the organization. In order to implement Employee Engagement Successfully many Employers use Following Strategies :

1. They choose the right person for right job infact best employee for each position they choose.
2. Employers follow open and clear communication system.
3. Employers collect employee feedback many a times.
4. Employers delivers Wellness Programs.
5. Employers promote recognition system for the employees.
6. Employers encourage team building activities for the employees.
7. Employers provide professional development opportunities to the employees.

According to view of many HR Managers highly engaged employees have favorable opinion about their workplace. They feel quiet connected with their jobs, responsibilities, teams, love their jobs very much. They also have positive feelings about their organization. Many a times it has been observed that those employees ready to take extra efforts for the success of their organization.

It has been observed that employees who are engaged are having concern for their work, they are having deep sense of commitment for the organization. They always talk positively about their organization. To engage employees is a key human resource skill.

It has been observed that the concept of Employee Engagement was first time found by William A Kahn in 1990. The term engagement can be mixed up with motivation, organizational commitment and job satisfaction (Kunte & Rungruay , 2018). Before 1990's the term employee engagement was quiet general.

Major Findings of the Study :

If proper incentives provided to the employees they feel proud of themselves.

. They committed to going to the extra mile to achieve business success. Engaged employees absenteeism reduced. He becomes self motivated, productivity ultimately improves.

More that 90% companies started Work From Home Program including Manufacturing Companies. The common issues faced by employees initially is getting computers, internet access and tools at home.

However, Work From Home Policy has its negative effects on employees like including social isolation, stress and time management. . Many companies have started employees learning and development by E Learning method. They tried to connect with employees working remotely. Many companies have connected with their employees on Google Team , Microsoft Teams, Zoom etc Daily time sharing meeting were conducted.

Employee Engagement can improve organizational behavior of employees. Ultimately, productivity of employees also improve. If employees have supportive leadership they can be successfully empowered and engaged to achieve organizational goals. It has been observed that employee engagement and work excellence were closely related. Engaged employees are most of the time excellent in their work.

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