REVIEW ARTICLE

A STUDY ON EMPLOYEE ENGAGEMENT IN MANUFACTURING INDUSTRY WITH REFERENCE TO COIMBATORE

*Deepa, M. and Premlatha, D.

KCT Business School, Kumaraguru College of Technology, Coimbatore -641049

ABSTRACT

Manufacturing sector is the backbone of any economy. It fuels growth, productivity, employment, and strengthens agriculture and service sectors. Astronomical growth in worldwide distribution systems and IT, coupled with opening of trade barriers, has led to stupendous growth of global manufacturing networks, designed to take advantage of low-waged yet efficient work force of India. HR practitioners believe that the engagement challenge has a lot to do with how employee feels about the work experience and how he or she is treated in the organization. It has a lot to do with emotions which are fundamentally related to the bottom line success in a company. There will always be people who never give their best efforts no matter how hard HR and line managers try to engage them. But for the most part employees want to commit to companies because doing so satisfies a powerful and a basic need in connect with and contribute to something significant. The study helps to gain an understanding of employee engagement measures, factors affecting employee engagement, practices to improve employee engagement and advantages of having engaged employees. This study includes the procedure as: Visiting the company and discussing with HR and Preparing an appropriate Questionnaire for identifying Employee Engagement within the organization.

Citation: Deepa, M. and Premlatha, D. 2015. "A study on employee engagement in manufacturing industry with reference to Coimbatore", *International Journal of Current Research*, 7, (6), 17070-17073.

INTRODUCTION

India's manufacturing sector is vital for its economic progress. Its contribution to the GDP is 16 per cent, with the potential to grow more. The government has realized the importance of this sector to the country's industrial development, and has taken a number of proactive steps to further enhance the industry. Deloitte's global index for 38 nations (2013) ranked India as the fourth most competitive manufacturing nation. The country's economy saw massive expansion in the period 2006–2011, attaining a five-year Compound Annual Growth Rate (CAGR) of 7.8 percent. Some of the barriers faced by Indian manufacturing industry in spite of its attractiveness among the foreign companies are

- Inadequate power supply
- Shortage of working capital
- Low domestic demand
- Lack of skilled labour

*Corresponding author: Deepa, M.
KCT Business School, Kumaraguru College of Technology, Coimbatore -641049

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, works with colleagues to improve performance in the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values.

Categories of Employee Engagement

According to the Gallup the Consulting organization, there are three are different types of people

- **Engaged**

  "Engaged" employees are builders. They want to know the desired expectations for their role so they can meet and exceed them.
- **Not Engaged**
  Not-engaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish.
- **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.

Statement of the problem

A study of Employee Engagement in the manufacturing industry will bring about considerable awareness about the prevalent level of engagement in the companies and the extent of steps taken to increase and maintain engagement levels. Since attrition is in the order of the day, it leads to unskilled workforce in the manufacturing unit and it is quite a serious concern to take efforts to retain employees. Engagement as a retention strategy to attain skilled employees and its effectiveness can be emphasized through this study, since humans are the essence of an organization.

Objectives of the study

- To study the various factors contributing to the Employee Engagement within the organization
- To study the relationship between the Employee Engagement and the various factors contributing to Employee Engagement
- To find the relationship between the demographic variables and the Employee Engagement within the organization

Type of research

The present study is descriptive type of research. The study aims to find out the Employee Engagement in a manufacturing company and answers the questions like why, what, when, where and how to employees are engaged in their work.

Population & sample size

- Target population: Employees in Manufacturing company
- Sampling unit: Individual Employees
- Sample size: 124

Data & sources of data

The data source for the study collected from primary data through questionnaire

Census survey method

The study uses census survey method for collecting the primary data from the entire target population with the help of the instruments. Thus, the survey is to be conducted for 124 manufacturing employees in the organization.

Statistical tools used

The various tools identified for carrying out the study are as follows

- Demographic profiling using percentage analysis and Mean calculation
- Chi-square Test
- Correlation Test
- Regression Test

Limitations of the study

- The employees examined in this survey are specific to the manufacturing field and may differ from the opinions of staff working in other disciplines

- The study was being confined to a single company's manufacturing employees and does not necessarily represent the choice of the entire manufacturing employees

Table 1. The Gender of the Respondents

S.No.	Particulars	No. of Respondents	Percent
1	Male	90	72.6
2	Female	34	27.4
	Total	124	100.0

Table 2. The Age of the Respondents

S.No.	Particulars	No. of Respondents	Percent
1	25 years & below	8	6.5
2	26 - 35 years	84	67.7
3	36 - 45 years	21	16.9
4	46 years & above	11	8.9
	Total	124	100.0

Table 3. The Cross Tabulation of Gender of the Respondents and Employee Engagement

Gender * Employee Engagement Crosstabulation				
Count				
		Employee Engagement		Total
		Below mean	Above mean	
Gender	Male	41	49	90
	Female	1	33	34
Total		42	82	124

Table 4. The Association of Gender of the Respondents and Employee Engagement

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	20.007[a]	1	.000
Continuity Correction[b]	18.150	1	.000
Likelihood Ratio	25.686	1	.000
Fisher's Exact Test			.000
Linear-by-Linear Association	19.846	1	.000
N of Valid Cases	124		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 11.52.			
b. Computed only for a 2x2 table			

Table shows the Pearson Chi-Square value between gender and employee engagement is (p) = 0.000 which is less than 0.05, so the null hypothesis is rejected. There is a significant association between gender of the respondents and the employee engagement. Female employees are highly engaged than male. Table shows the Pearson Chi-Square between age and employee engagement is 0.094 > 0.05, so the null hypothesis is accepted. There is no significant association between age and employee engagement.

Table 5. The Cross Tabulation of Age of the Respondents and Employee Engagement

Age * Employee Engagement Cross tabulation				
Count				
		Employee Engagement		Total
		Below mean	Above mean	
Age	25 years & below	3	5	8
	26 - 35 years	24	60	84
	36 - 45 years	12	9	21
	46 years & above	3	8	11
Total		42	82	124

Table 6. The Association of Age of the Respondents and Employee Engagement

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.392[a]	3	.094
Likelihood Ratio	6.096	3	.107
Linear-by-Linear Association	.694	1	.405
N of Valid Cases	124		

a. 0 cells (0.0%) have expected count less than 5. Minimum expected count is 3.71.

Table 7. The Cross Tabulation of Department of the Respondents and Employee Engagement

Department * Employee Engagement Cross tabulation				
Count				
		Employee Engagement		Total
		Below mean	Above mean	
Department	Assembly & Welding	8	17	25
	Foundry & Machine Shop	8	18	26
	Stores & Quality Check	12	27	39
	Painting & Packing	8	4	12
	Planning & Purchase	6	16	22
Total		42	82	124

Table 8. The Association of Department of the Respondents and Employee Engagement

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.508[a]	4	.164
Likelihood Ratio	6.120	4	.190
Linear-by-Linear Association	.153	1	.696
N of Valid Cases	124		

a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 4.06.

Table shows the association between department of the respondents and the employee engagement. The Pearson Chi-Square between department of the respondents and the employee engagement is (p) = 0.164 which is greater than 0.05, so null hypothesis is accepted and the alternate hypothesis is rejected. There is no association between department of the respondents and the employee engagement.

Employee Engagement and Commitment & Involvement Null Hypothesis

H_o: There is no significant relationship between the employee engagementand commitment & involvement

Alternate Hypothesis

H_a: There is a significant relationship between the employee engagementand commitment & involvement

Table shows the correlation between the employee engagement and the commitment & involvement. The significant value (p) is 0.00 which is less than 0.05, so null hypothesis (H_o) is rejected and alternate hypothesis (H_a) is accepted. There is a relationship between employee engagement and commitment & involvement. The test is statistically significant with a positive

correlation of magnitude r = 0.697 between employee engagement and commitment & involvement.

Table 9. The Correlation between Employee Engagement and Commitment & Involvement

Correlations		Employee Engagement	Commitment & Involvement
Employee Engagement	Pearson Correlation	1	.697[**]
	Sig. (2-tailed)		.000
	N	124	124
Commitment & Involvement	Pearson Correlation	.697[**]	1
	Sig. (2-tailed)	.000	
	N	124	124

**. Correlation is significant at the 0.01 level (2-tailed).

Findings

- Majority of the employees (73%) are male
- Majority of the employees (67.7%) belong to the age group of 26-35 years
- The gender of the respondents has a significant association with the employee engagement
- The female employees are highly engaged compared to the male employees in the organization
- Age, Qualification, Department, Years of experience and Experience in the current company have no association with the employee engagement
- There is a significant relationship between employee engagement and team & co workers with positive correlation of magnitude r = 0.558
- Employee engagement is statistically significant with a positive correlation of magnitude r = 0.697 with commitment & involvement

Suggestions

- The organization may introduce basic retention program to its employees. The program may include benchmarking the salary, annual performance reviews, review of the employer
- Each employee is unique and retaining them requires unique strategies. Some of the employees prefers recognition for their performance and this may be satisfied by appreciation and small perks .
- The employees who seeks constant changes and challenges may be provided with varying job assignments
- Plan career for the employees within the organization rather than filling the job roles which may make the employees more engaged towards the organization
- Underperformance of the previously strong performing employees may be analyzed by their line mangers/supervisors and they may try to resolve the issues of the employees

REFERENCES

Baumruk, R. 2004. The missing link: the role of employee engagement in business success, Workspan, 47, 48-52.

Deci, E.L. and Ryan, R.M. 1987. 'The support of autonomy and the control of behaviour', *Journal of Personality and Social Psychology*, 53, 1024-1037.

Fleming, J. H., and Asplund, J. 2007. Human sigma. New York, NY: Gallup Press

Frank, F.D., Finnegan, R.P. and Taylor, C.R. 2004. The race for talent: retaining and engaging workers in the 21st century, *Human Resource Planning*, 27(3), 12-25

Gardner, W. L., Avolio, B. J., Luthans, F., May, D. R. and Walumbwa, F. 2005. Can You See the Real Me? A Self-based Model of Authentic Leader and Follower Development, *Leadership Quarterly*, 16(3), 343–72.

John Gibbons 2006. Employee Engagement, a Review of Current Research and Its Implications, The Conference Board

Sulagna Sarkar 2011. A Study on Employee Engagement at Manufacturing Industries, Global Management Review, Vol.12

Susan Abraham 2012. Job Satisfaction as an Antecedent to Employee Engagement, *SIES Journal of Management*, Vol. 8(2)

****