

Employee Engagement a Case Study of Engineering Unit in Satara

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Abstract- The concept of Employee Engagement is a global concept. It is the combination of satisfaction, job involvement, organizational commitment and intention to stay with the organization for a longer period of time. Employee Engagement is the level of commitment and involvement of employees towards the organizational 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 has been a positive two way relationship between employee and their organization, where both are aware of their own and others needs and support each other to fulfill these needs. Disengagement from the organization denotes that employees are not focused on goals of the organization mentally and physically. Employee Engagement directly linked with the productivity, employee turnover, and profitability. Hence every organization should focus on Employee Engagement. The present paper focuses on the study of Employee Engagement, measure Employee Engagement and factors affecting on Employee Engagement with reference to Engineering Unit in Satara. 67 workers are selected from the population of 186 to collect the information. The data was collected by structured schedule and by observation of workers in a shift of 8:00 am to 4:00 pm. In 1 day 9 workers are observed and observation cycle time is of 5 minutes there are continuous rotation of observation. It is found that employees are unsatisfied about career opportunities and facilities provided by organization. There is significance difference into the actual working hours and standard working hours.

Key words: Employee Engagement, Engineering Unit, Satara

I. INTRODUCTION

In every organization employee and workers are the most important assets. Human resource is utilized to the maximum possible extent in order to achieve individual and organizational goals. The success or the failure of an organization is largely dependent on the caliber of the people working therein. An organization performance and resulting productivity are directly proportional to the quality of its human resources. Though the organization is having skilled workers in large amount, organization may fail to perform consistently in productivity and quality measures. Organization should analyze the reasons behind the inconsistent performance. One of the reasons can be the disengagement of the workers.

There is a strong relationship between the employee engagement and organization success. An engaged

employees try to give a best performance and work with the colleagues to improve the performance within the job for the benefit of the organization. Engaged employees are self motivated and gave a total knowledge, skills and abilities to help their organization successful.

It is very important for the organization that they protect their investment in their workforce by retaining the employees for longer period of a time and manage the talent of the employees. Employee engagement directly linked to improve the business performance and achieve a goal. So the research about **Employee Engagement** should be conducted for organization success.

Research is conducted in a plant of engineering unit in Satara which is located in MIDC of Satara. The company is a ferrous foundry engages in preparing cast ironing for molding and core. They also prepare AN liquid.

II. OBJECTIVES

Research Methodology:

The research is set to test the hypothesis that, "there is a significance difference into the actual working hours and standard working hours"

Research is undertaken with the objectives

1. To study the concept of Employee Engagement.
2. To analyze the Employee Engagement of workers in organization.
3. To study factors affecting on Employee Engagement.

The research is descriptive in nature. Primary data for research has been collected through personal interview of workers executing structured schedule. Observation sheets are also prepared. The primary data was collect from 67 samples from 186 population. Random sampling technique is used to select samples.

Data Presentation and Discussion:

The collected data is analyzed to suffice the objectives of the study. The data is analyzed using standard

deviation, simple percentage. Data is presented in a tabular form.

Table 1: Satisfaction towards the organization core values.

Sr	Parameters	Mean	S.D	Rank
1	Understanding of expectation of organization	3.439	0.964	2
2	Clearly understanding organization mission	2.860	0.972	3
3	Organization involved/support the community	1.140	0.480	4
4	Implementation of rules and responsibilities	3.474	1.020	1

Source: (Field data)

Above table indicates that the 1st rank reflect that workers are neutral towards the implementation of rules and responsibilities. The 2nd rank indicates that workers opinions are also neutral about Understanding of expectation of organization the 3rd rank indicates that workers are not clearly understanding organization mission. 4th rank indicates that workers are strongly dissatisfied about organization involvement/support the community.

Table 2: Satisfaction about relation between management and workers.

Sr.	Parameters	Mean	S.D	Rank
1	Respectful treatment at work	2.140	0.895	6
2	Fully concentration at work	3.368	0.616	4
3	Organisation allow you to maintain balance between family and work life	4.211	0.861	1
4	Experienced pressure at work	4.088	0.544	2
5	Fair and equal treatment to all	1.947	0.639	7
6	About transparency of work	1.228	0.535	8
7	Good and healthy relation with co-workers and management	3.842	0.702	3
8	Experience working with this organisation.	2.456	0.983	5

Source: (Field data)

Above table 2 indicates that 1st rank shows the satisfaction of workers about organisation allow you to maintain balance between family and worklife. The 2nd rank indicates that workers are satisfied about they don't have experienced much pressure at work. The 3rd rank indicates that workers are satisfied with good and healthy relation with co-workers and management. The 4th rank indicates that workers are neither satisfied nor dissatisfied about concentration at work. The 5th rank indicates that workers are dissatisfied about experience working with this organization. The 6th rank indicates that workers are dissatisfied about respectful treatment given at work. The 7th rank indicated that workers

are strongly dissatisfied about fair and equal treatment given to all. The 8th rank indicates that workers are strongly dissatisfied about transparency of work by management.

Table 3: Satisfaction about career opportunities given by organization

Sr.	Parameters	Mean	S.D	Rank
1	Career opportunity	1.175	0.685	11
2	Senior leaders capable for organisation success	3.404	0.961	2
3	Balance work and personal interests in organisation and still progress	1.333	0.577	10
4	Salary is competitive compared to similar jobs	1.667	0.664	9
5	Superiors support to do job well	2.544	1.151	4
6	People in organisation capable to do their jobs effectively	3.053	0.811	3
7	Organization effectively attracting and retaining talent	3.474	0.889	1
8	Organisation invests in learning and development of people	1.912	0.714	6
9	Sufficient training for handling equipments	1.842	0.862	7
10	Stay with the organization for longer period of time	1.737	0.856	8
11	Opportunities to use skills and knowledge	2.333	1.058	5
12	Fair opportunities of promotions	1.018	0.132	12

Source: (Field data)

Above table 3 reflect that, the 1st rank indicates that workers are neither satisfied nor dissatisfied about organisation effectively attracting and retaining talent. The 2nd rank indicates that workers opinions are neutral about Senior leaders capable for organisation success. The 3rd rank indicates that workers are neutral about people in organisation capable to do their jobs effectively. The 4th rank indicates that workers are dissatisfied about superiors support to do job well. The 5th rank indicates that workers are dissatisfied about opportunities to use skills and knowledge. The 6th rank indicates that workers are strongly dissatisfied about organisation investment in learning and development of people. The 7th rank indicates that workers are strongly dissatisfied about sufficient training provided by organisation for handling equipments. The 8th rank indicates that workers are strongly disagree about stay with the organisation for longer period of time. The 9th rank indicates that workers are strongly disagree about that there salary is competitive compared to similar jobs. The 10th rank

indicates that workers are strongly dissatisfied about that balance work and personal interests in organisation and still progress. The 11th rank indicates that workers are strongly dissatisfied about career opportunity in the organization. The 12th rank indicates that workers are strongly dissatisfied about fair opportunities of promotions.

Table 4 : Satisfaction about facilities provided by organization

Sr.	Parameters	Mean	S.D	Rank
1	Freedom given by management to share problems, views, suggestions	3.825	0.966	1
2	Convenient working hours	3.825	1.020	1
3	Encouragement for high performance	1.684	0.760	3
4	Safety environment	1.211	0.619	5
5	Welfare facilities	1.491	0.504	4

Source: (Field data)

The above table 4 indicates that, the 1st rank indicates that workers are neither satisfied nor dissatisfied about freedom given by management to share problems, views, suggestions and Convenient working hours. The 3rd rank indicated that workers are strongly dissatisfied about encouragement given by management for high performance. The 4th rank indicated that workers are strongly dissatisfied about welfare facilities provided by organization. The 5th rank indicated that workers are strongly dissatisfied about safety environment provided by organization.

Table 5

Sr	Parameters	Yes	%	No	%	Tot al.
1	Committed to organisation core values	53	79.1	14	20.9	67
2	Considering workers opinion at the time of decision making	9	13.43	58	86.57	67
3	Seniors/managers give value/respect to workers	25	37.31	42	62.69	67
4	Personal work objectives linked to organisation business plan	49	73.13	18	26.87	67
5	Sufficient incentive to perform well in or	0	0	67	100	67
6	Proud to be employee of organisation	15	22.39	52	77.61	67

7	Supervisors appreciate for good work	0	0	67	100	67
8	Best friends at work	67	100	0	0	67
9	Negative conflict in organisation	8	11.94	59	88.06	67

Source: (Field data)

The above table 5 indicates that, 79.1% workers are totally committed to the the organization core values and 20.90% workers are not committed to the organizations core values. The 13.43% workers has opinion that there opinion has count by management at the time of decision making; while 86.57% workers has opinion that there opinion is not counted. The 37.31% respondents have opinion that seniors give value to the workers while 62.69% believe that they don't give the value to the workers. The 73.13 Respondents has opinion that their personal objectives are linked to the organizations business plan. 26.87% respondents objectives are different than organization business plan. The all 67 respondent have opinion that they get insufficient incentive to perform well in organization. There are 22.39% of respondent who feels proud to be an employee of this organization and 77.61% have no proud to be a part of the organization. 25.37% respondent have emotional bond with the organizational. 74.63% have not emotional bond with the organization. all 67 respondent have opinion that there no appreciation for a good work and also have friends at work. only 11.94 indicators have negative conflict in organization. While 88.06% respondent have good relations in the organization.

Table 6 Average total functioning of observation

Observat ion I	Observati on II	Observati on III	Total	Average
Average Total functioni ng	Average Total functionin g	Average Total functioni ng	Total of Average Total Functioni ng (I,II,III)	Average Total function ing
331.04	330.37	319.44	980.85	326.95

Source: (Field Data)

The data was collected by observation of 67 workers in a shift of 8:00 am to 4:00 pm. In 1 day 9 workers are observed. Observation cycle time is 5 minutes for 9 workers. There are continuous rotations of observation. Researcher divided working time in functioning (b), resting (c), setting (d) and calculate total functioning time

(e) by adding functioning and setting time (b+d). Researcher take 3 observations of 67 workers and calculate average total functioning time of observation I, II and III.

The above table indicated that the average total functioning of the observation I, Observation II, Observation III. The Average Total functioning of the observation I is 331.04 minutes. The Average Total functioning of the observation II is 330.37 minutes. The Average Total functioning of the observation III is 319.44 minutes. The total average functioning of the observation I, Observation II, Observation III is 980.85 minutes. the average of average total functioning is 326.95 minutes. The standard expected working hours by unit are 390 minutes.

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Actual working hours	67	286.67	346.67	3.31	8.89

III. HYPOTHESIS

Hypothesis set for this study is, 'null'. Hypothesis is tested using independent sample, 't' test.

Levene's Test for Equality of Variances			t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower	Upper
Equal variances assumed	65.687	0	-54.188	132	0	-58.90522	1.08706	-61.05554	-56.75491
Equal variances not assumed			-54.188	66	0	-58.90522	1.08706	-61.07561	-56.73484

Since the 't' value is -54.188 at 5% level of significance the p value is 0.000 null hypothesis is rejected. The alternative hypothesis i.e. there is significant difference into the standard expected time and actual working time is different. The actual working time is lesser than the standard set.

Hence, the value of 't' is negative it mean that the observed data falls below mean.

IV. RESULTS AND INTERPRETATION

Researcher has collected data required to fulfill objectives of the study through structured schedule. The data is analysed using various analytical and statistical tools as to study the employee engagement.

1. Maximum of workers do not clearly understand organization mission and what is organization expected from them. Organizations do not support/involved the community.
2. Maximum of workers don't get respectful treatment at work and organization not give a fair and equal treatment to all.

3. Management do not show transparency at work.
4. There is no career opportunity in the organization.
5. Organization provides a less safety and welfare facilities to workers. No motives that encourages workers for high performance.
6. It is found that there is significant difference into the standard expected time and actual working time. The actual working time is lesser than the standard set.

V. SUGGESTIONS

1. The employee engagement is level of involvement and commitment of employees towards the organization and its values. So every organization must create awareness about the organization core values, discuss the mission, objectives with the employees.
2. The good relation always works well, to create and maintain good relation between management and workers, management must give a fair and equal treatment to all. Management must share a problem of workers (financial, health, personal etc.) it affect on

mental and physical health of workers. Also create an good relation with workers.

3. Career is important turn into everyone's life. Organization should do the performance appraisal of every employee and provide a fair opportunity of promotions. They should arrange the training and development programs.
4. Employees' health is key factor for every Organization, so every organization should take care of employees health by providing a safety measures. Organization should provide a safety goggles, helmets, gloves etc. safety programmes can also arranged for workers.
5. The satisfied employees always try to gave give their total efforts for the organisation success and show actively engagement at the time of work. Organization should arrange a engagement programmes i.e life enrichment activities, brain storming activities, counseling.

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