

A STUDY ON EMPLOYEE ENGAGEMENT WITH SPECIAL REFERENCE TO ANCILLARY INDUSTRY OF BHEL, TIRUCHIRAPALLI

B.Asha Daisy , Dr. C. Suresh

ABSTRACT

The main aim of the study is to find out the employee engagement in the Ancillary Industry of BHEL at Tiruchirapalli. The study has been carried out on employees of Ancillary Industry of BHEL. In this study descriptive design and simple random sampling was used. The population size was 250. The sample size was 120. The primary data was taken with the help of questionnaire for the study. Statistical analysis of chi – square and correlation analysis was used in this study. It is found that the respondents were strongly agreed that they are allotted by sufficient tools and resources to do their tasks. It is also found that there is positive correlation between the experience of respondents and opinion about compensates the work fairly and equally.

Key Words:*employee engagement, sufficient tools, resources, and compensates.*

INTRODUCTION

Engaged employees improve productivity and contribute to organizational effectiveness. Many research studies have established that employee engagement is a major powerful force for organizations for its aggressive advantage and greater performance. HR managers are projected to play a key role in engaging the employees to get their involvement. Many organizations are contended with the concepts of employee satisfaction. But employee engagement is beyond employee satisfaction. Employee engagement addresses the attempts on employee motivation, their involvement emotional attachment and commitment towards the work and organization. They are self-motivated and not mere happy with the pay cheques and monetary rewards. Employee engagement in organizations can be measured by using survey instruments to increase the engagement level of employees.

OBJECTIVES

1. To study the impact of employee engagement on job satisfaction.
2. To identify employee attitude towards the management.
3. To understand the drivers of Employee Engagement in BHEL Ancillaries, Trichy.
4. To find out the factor causes good relationship among the employees.

REVIEW OF LITERATURE

Pratima Sarangi & Bhagirathi Nayak (2016) in their study have made an effort to understand the significance of engaged employees for the progress and improvement of an organization and its accomplishments. This study makes an effort to understand the multiple magnitude of employee engagement. In this study, the researchers have utilized 6 Cs of employee engagement out of the 10 Cs which is explained by Gambler (2007) to understand employee engagement with recommended conclusions. The outcomes reveal that the present level of employee engagement and the work linked elements requires lot of improvement to achieve effective employee engagement. With the help of 6 Cs parameters like i) Clarity ii) Confidence iii) Convey iv) Connect v) Credibility

¹Research Scholar, A.V.V.M Sri Pushpam College, (Affiliated to Bharathidasan University) Poondi- Thanjavur.

²Associate Professor & Research Advisor, Department of Management Studies, AVVM Sri Pushpam College (Autonomous), (Affiliated to Bharathidasan University) Poondi, Thanjavur – 613503.

and vi) Career, with all these 6 Cs the employee engagement could be achieved was the opinion of the workforce in manufacturing organizations.

Nusrat Khan (2013) in her investigation has tried to explain the main elements of employee engagement and their participation ins and outs in detail and its influence on employee engagement. The results depict that whenever the workforce understand that they are respected by their superiors for completion of the tasks assigned to them the employee engagement levels enhances. Acknowledgement and admiration leads to a better performance ethos which facilitate in creating a lengthy tenure growth. Better quality line management, double method of open communication, real collaboration, concentrate on improving employees and their happiness, reasonable pay and remunerations, upright HR maneuvers in place and a conducive work situations act as a foundation for employee engagement initiators. It could hence be determined that organizations should be bothered about their employees from the date of inception to help construct employee engagement levels and must be an ongoing procedures pursued at every element of management.

VenkobaRao (2016) in his research has attempted to explain that employee engagement encourages innovative behavior among employees where they work together with their colleagues, provide ideas to enhance the organization and slog to develop the organization fight its competitors in the environment. The findings exhibit that engagement and innovativeness contributes to one another which means to say that the more the employees are engaged it leads to innovativeness and a creative organization would be having scope to stimulate and engage its workforce certainly. Ultimately it is opined that in the light of the unique economic, societal, demographic and situational challenges, companies are required to take lead at encouraging the innovative potentialities of all its human assets whether it is its employees and patrons to provide immense novel thoughts and facilitate organizations to move ahead.

RESEARCH METHODOLOGY

Since the population is high, entire population study is not possible. So suitable sample size is selected and the entire report based on the data available from sample, which is represented the population as whole.

Population : 250 Employees in Ancillary Industry of BHEL
Sample Size : 120 Employees in Ancillary Industry of BHEL

O_i	E_i	$O-E_i$	$(O-E_i)^2/E_i$
4	3.11	0.89	0.25
8	8.06	-0.06	0.01
5	5.5	-0.5	0.04
2	2.75	-0.75	0.20
3	2.56	0.44	0.07
4	4.39	-0.39	0.03
12	11.37	0.63	0.03
7	7.75	-0.75	0.07
6	3.87	2.13	1.17
2	3.61	-1.61	0.71
5	5.1	-0.1	1.96
13	13.2	-0.2	3.03
12	9	3	1
2	4.5	-2.5	1.38
4	4.2	-0.2	0.01
2	2.69	-0.69	0.18
7	6.97	0.03	1.29
3	4.75	-1.75	0.64
5	2.37	2.63	2.91
2	2.21	-0.21	0.02
2	1.56	0.44	0.12

4	4.03	-0.03	2.23
3	2.75	0.25	0.02
0	1.5	-1.5	1.5
3	1.4	1.6	1.82
		TOTAL	20.69

Sampling Method : Simple Random Sampling is used.

Data Collection Method: Primary data and Secondary data

Data Analysis Tool

Chi-square method and Correlation Analysis

DATA ANALYSIS AND INTERPRETATION

CHI-SQUARE

The table shows the age of respondents and the rewards are fairly provided to the employees.

Opinion	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	TOTAL
Age						
20 to 25	4	8	5	2	3	22
26 to 30	4	12	7	6	2	31
31 to 35	5	13	12	2	4	36
36 to 40	2	7	3	5	2	19
Above 41	2	4	3	0	3	12
TOTAL	17	44	30	15	14	120

Null Hypothesis (H₀): There is no relationship between age of the respondents and the rewards are fairly provided to the employees.

Alternative Hypothesis (H₁): There is relationship between age of the respondents and the rewards are fairly provided to the employees.

$$\begin{aligned}\text{Degrees of freedom} &= (r-1)(c-1) \\ &= (5-1)(5-1) \\ &= 4 \times 4 = 16\end{aligned}$$

95% confidence level

5% level of significance = 0.05

Tabulated value = 26.296

Calculated value = 20.69

Calculated value is less than the tabulated value. Hence H₀ is accepted

RESULT:

There is no relationship between age of the respondents and the rewards are fairly provided to the employees.

CORRELATION COEFFICIENT

The table shows the experience of respondents and opinion about proper resources allotted to them.

OPINION	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	TOTAL
EXPERIENCE						
Below 2yrs	5	4	10	2	1	22
2-5yrs	7	9	13	7	2	38
6-10yrs	9	11	15	6	3	44

11-15 yrs	4	2	3	1	1	11
Above 15 yrs	1	1	3	0	0	5
TOTAL	26	27	44	16	7	120

Null Hypothesis (H₀)

There is no difference between the experience of respondents and proper resources allotted to them.

Alternative Hypothesis (H₁)

There is difference between the experience of respondents and proper resources allotted to them.

Test statistic

X	Y	X ²	Y ²	XY
22	26	484	676	572
38	27	1444	729	1026
44	44	1936	1936	1936
11	16	121	256	176
5	7	25	49	35
ΣX=120	ΣY=120	Σ X²=4010	Σ Y²=3646	Σ XY=3745

$$N=5; \quad \Sigma X=120; \quad \Sigma Y=120; \quad \Sigma X^2=4010; \quad \Sigma Y^2=3646; \quad \Sigma XY=3745$$

Correlation coefficient

$$r = \frac{5(3745) - (120 \times 120)}{\sqrt{5(4010 - (120)^2) \times 5(3646 - 120^2)}} = 0.93$$

Therefore the calculated value correlation coefficient $r = 0.93$

RESULT

It is found that there is positive correlation between the experience of respondents and proper resources allotted to them.

FINDINGS

- Most of the respondents are strongly agree that they are enthusiastic in their job.
- Most of the respondents are agree that they have the knowledge and skills required to do their job well.
- Majority of the respondents strongly agree that they are allotted by sufficient tools and resources to do their tasks.
- Majority of the respondents agree that they are easy to get along with their colleagues.
- Most of the respondents agree that the team shares the office information with them.
- Majority of the respondents strongly agree that they are mentored by their senior colleagues.
- Most of the respondents agree that their colleagues share resources with them.

SUGGESTIONS

- Continuous assessment and feedback on the performance without any bias will give confidence in the employees.
- Engagement depends upon the interesting tasks allocated to the employees. By identifying the competence of the employees through competence mapping, interesting and relevant tasks should be allocated to the employees to engage them.
- The management may give opportunity to employee's initiative in facing difficult problems.
- The management participative his employee in decision making process after considering employee suggestion.

CONCLUSION

Employee engagement is a powerful tool to bring all the employees together to increase the performance and productivity of the employees. Managers take the view of employees into account and let them participate in decision making which made employees trust their managers and to be proud of the organization they work for. So they feel comfortable and do their best in their jobs.

References:

1. C.R. Kothari, Research methodology ,WishwaPrakahana ,New Delhi, second edition
2. Richard S. Wellins, Paul Bernthal& Mark Phelps, Employee Engagement: The Key To Realizing Competitive Advantage, Monograph - Development Dimensions International, Inc., 2005-2015
3. Chenoy Ceil (2012) ‘Maintaining good relationship between company and employees ‘ Delhi University Enclave
4. Gilles Simard (2005) “Relations industrial/Industrial relations “Vol.60, No.2, University of Quebec at Montreal.
5. Jashwini Narayanan (2010) “The link between CEO management style and employee management relations “Global CEO,No.2,pp.10-15,2010
6. Chris Rees (2011) “The Determinants of Employee Responses to Total Quality Management” Vol.19, No.3, pp.449-475, Royal Holloway, University of London
7. www.ssrn.com
8. www.answer.com
9. www.pronto.com