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A STUDY ON IMPACT OF EMPLOYEE ENGAGEMENT PRACTICES ON AUTO MOBILE INDUSTRY**D.BABJOHN****ASST. PROFESSOR****DEPARTMENT OF MANAGEMENT STUDIES****GATES INSTITUTE OF TECHNOLOGY****GOOTY****R.RAMANJANEYULU****PG STUDENT****DEPARTMENT OF MANAGEMENT STUDIES****GATES INSTITUTE OF TECHNOLOGY****GOOTY****R.REVATHI****PG STUDENT****DEPARTMENT OF MANAGEMENT STUDIES****GATES INSTITUTE OF TECHNOLOGY****GOOTY****ABSTRACT**

This study is conducted at automobile industry, to understand employee engagement in the organisation. The employee engagement is the level of participation and interest an employee has towards the organisation. An engaged employee is known as business context and works with co-workers to improve performance at the job for the benefit of the organisation. Now days to overcome turnover and retention issues of many organisations. The HRM practices impact on employee engagement that indirectly facilitates employee's intrinsic motivation, attitude and behaviorism empowerment. It stands in an unspecified relationship to earlier construct such as morale and job satisfaction. Despite academic critiques, employee-engagement practices Employee engagement is stronger predictor of positive organizational performance clearly showing the two-way relationship between employer and employee compared to the three earlier constructs: job satisfaction, employee commitment and organizational citizenship behavior. Engaged employees are emotionally attached to their organization and highly involved in their job with a great interest for the success of their employer, going extra mile beyond the employment contractual agreement are well known in the management of human resources and of internal communications.

KEYWORDS

HRM practices, employee engagement, factors, organization culture, automobile industry.

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INTRODUCTION

Indian manufacturers have accepted a global mind-set while carefully selecting their product part. They are constantly working to attain cost excellence and marketing capability, which has even involved foreign players to proactively develop India as their sourcing and manufacturing center. India involvements a competitive advantage on the global canvas owing to key reforms in taxation, organization and clusters (like special economic zones implemented by the Government, efficacy of reasonably-priced skilled labor workforce and a normative eco-system. Moreover, the global stage to manufacture and source products in low-cost countries has gained pace in the past ten years, detail in skill-intensive unit, and India has been able to take action on the opportunity to its best. Manufacturing sector is the backbone of any country. It maintains growth, productivity, employment, and stronger agriculture and service sectors. India's manufacturing segment is a crucial cog in the wheel of economic progress; the sector's contribution to the gross domestic product (GDP) being 16 per cent. Thus, The Indian manufacturing sector is the mainstay of entire Indian industry as manufacturing output constitutes over 75 per cent of the index of industrial production. Most organisations today realize that a 'satisfied' employee is not necessarily the 'best' employee in terms of loyalty and productivity. It is only an 'engaged employee' who is intellectually and emotionally bound with the organisation, feels intense about its goals and is committed towards its values. He goes the extra mile beyond the basic job responsibility and is associated with the actions that drive the business. Moreover, in times of decreasing loyalty, employee engagement is a potent retention strategy. Engagement at work was abstracted by Kahn as the 'harnessing of organizational members' selves to their work roles. Employee engagement is a key business driver for organizational success. Every organization wants to improve reasonable advantages over others and employee engagement is the best tool for it. Engagement is creating viewpoint for human resources to attach with their managers, employees and organization. It's interest is to shape an environment where employees are motivated and connected with their job in real caring manner to do a high-quality job. High levels of engagement in domestic and global firms promote retain of talent, foster customer loyalty and increase organizational performance and stakeholder worth.

OBJECTIVES OF THE STUDY

The following are the various objectives of the study:

1. To measure the level of employee satisfaction at the organisation.
2. To know the factors that influences the effectiveness of Employees Engagement.
3. To know how human resource practices influence on employee performance.
4. To suggest some methods of employee engagement.

REVIEW OF LITERATURE

The enhancement of employee performance is the result of which level employee are engaged in the organization. Similarly, the organization having high level engaged employees gain more organizational outcomes through high employee performance. During the past decade, several studies conducted to on organization and performance relationship. Where it was evident that high employees engagement level foster employees job performance as well as their productivity at the workstation.

According to Saks (2017) the main intention of his study was to check the copy of the antecedents and 30 Journal of Social Welfare and Management Consequences of job and institute engagement based on the social exchange theory. Key language of this is Employee Engagement is strain, member of staff job fulfillment. There is a vital difference among job engagement and organization engagement. Robertson (Leadership Organ Dev J. 2010;) reported his research findings under the title, "Full Engagement: The integration of Employee engagement and Psychological well-being", According to him, the main function of introducing this idea 'full-engagement' is that the employee gathering is more likely to be sustainable when employees wellbeing also high. Employee position, work psychology, Crawford and Rich (Appl Psychol. 2010) reported that the goal was to look at the association among demand and engagement. There is a bigger influence on employee engagement according to the preposition of the job demand and resource. Ologbo and Saudah (2011), note that employees need to be confident with their organization and this confidence can be built through reliability of the leadership. Trust in leader, support from the leader, and creating a blame-free are considered as components of psychological safety, a condition proposed by Kahn, which leads to employee engagement. Rhoades and Eisenberger (2001), state that because employees tend to view their supervisor orientation toward them as indicative of the organization support. Therefore perceived supervisor support is likely to be an important predictor of employee engagement. Ram and Prabhakar (2011), two variables that are likely to capture the essence of social support are perceived organization support and perceived supervisor support. Perceived organizational support (POS) refers to the employees' beliefs that an organization values their contributions and cares about their well-being. Kahn (1990) suggested that supportive and trusting interpersonal relationships as well as supportive management promoted psychological safety. It revealed that employees feel safe in work environments that are characterized by openness and supportiveness. Supportive environment according to Kahn (1990) allows members to experiment and to try new things and even fail without fear of consequences.

FACTORS THAT AFFECT EMPLOYEE ENGAGEMENT AND WELL-BEING

1. MANAGEMENT

It is critical to understand the enormous impact of management on organizations, society and individuals. It affects our professional, as well as our personal lives. The specific management components that play a crucial role include:

Choice of managers: The criteria for the selection of managers must be aligned with the competencies and requirements of their function.

Leadership capacities: Leadership cannot be separated from management. It is not possible to be an effective manager without having strong leadership capacities.

Managerial skills: The managers' capability to listen and communicate effectively, emotional intelligence, selecting and retaining talents, team building and coaching, delegation and conflict management, for example, significantly affect employee engagement every day.

Management training and coaching: Without intensive initial training, as well as continuous updating and personalized coaching, how can managers be expected to effectively exercise this highly demanding profession?

Accountability: Ongoing assessments of managers and accountability for the quality of their people management are indispensable.

2. ORGANIZATIONAL CULTURE

Besides management and leadership, the corporate culture significantly impacts employee engagement, sometimes in less tangible ways. Studies have revealed a number of dimensions that play a decisive role:

Top executive involvement: Not surprisingly, leadership from the C-suite is a key ingredient of a great workplace. Without permanent and strong support from top management, truly committed to the principle of reciprocity and win-win, any engagement initiatives are bound to fail.

Employee recruitment: The quality of recruiting and selecting new employees is arguably among the most important factors of engagement. Finding the best fit between job requirements and candidates' qualifications and interests represents a major challenge.

Strengths-based management: Focusing on employee strengths is more rewarding and productive for both workers and organizations. Trying to fix weaknesses is more costly and less efficient. When employees have the opportunity to do what they do best, they reach much higher levels of performance.

Building trust and transparency: Employees whose managers are open and approachable are more engaged. It must be possible for workers to communicate with their superiors without fear, raise questions, propose changes and make recommendations for improvements. "A productive workplace is one in which people feel safe – safe enough to experiment, to challenge, to share information and to support one another".

Genuine relationships with managers and co-workers: Effective managers know and care for their employees. They meet regularly with them, listen to them and follow up on their feedback. Close and enjoyable relationships with colleagues are equally important for engagement and wellbeing.

Performance management: "When managers help employees set work priorities and performance goals, they give employees more freedom in meeting these objectives, enabling them to take initiatives and work autonomously".

Assessments and accountability: Ongoing concrete and actionable measures of employee engagement and wellbeing, such as pulse surveys, must be followed by specific and rapid corrections and improvements. Annual performance reviews, although still widely used, have proven to be largely ineffective and a poor investment of time and resources.

Work-Life Balance: In order to maintain wellbeing, it is indispensable to disconnect from work and find time for family, friends, leisure and rest and regenerate energy. As a great deal of research has indicated, working much more than 40 hours a week is counterproductive, diminishing the overall performance and quality of work. When your work and personal life are out of balance, your stress level is likely to take a heavy toll.

A culture of learning and growth: A thriving organizational culture provides opportunities for learning and development, coaching and training on the job, offers new challenges and facilitates internal mobility. Such investments have huge returns in employee engagement and performance, as well as in talent attraction and retention.

Basically, corporate cultures that operate on reciprocity and a win-win approach, where employees are respected and their contributions are recognized and honored, are the ones that prosper and where work is enjoyable.

3. MOTIVATION

"Dispirited, unmotivated, unappreciated workers cannot compete in a highly competitive world." Frances Hesselbein

The level of engagement is intimately related to motivational factors. Motivation and basic human needs have long been of interest to psychology and the subject of intensive investigation, long before "engagement" became a major preoccupation in management circles:

Maslow, for example, was one of the early pioneers in exploring motivation. He proposed the pyramid of five basic human needs that has inspired countless studies, experimentations and theories to this day.

Herzberg demonstrated that the prevalent reward-and-punishment or carrot-and-stick approach, involving extrinsic reinforcements, is far less effective for most tasks than intrinsic motivation. While financial rewards, job security, work conditions and fringe benefits are important to maintain satisfaction and prevent demotivation, the real motivating factors are the work itself, the level of challenge, responsibility, autonomy, achievement, recognition and advancement.

4. EMOTIONS

Positive psychology has revealed numerous dimensions that affect our performance and wellbeing at work (Achor, 2010; Greenberg & Maymin, 2013). Some of the most significant findings include:

Positive emotions and a positive attitude lead to higher performance and better relationships.

An optimistic outlook is transmissible, just like engagement!

Positive approaches also help reduce stress and thereby improve productivity.

When we are happy, Achor has found, we are smarter, more motivated and thus more successful. Happiness fuels success rather than the other way around and gives the organization a competitive edge. Google's care for the happiness of its workers is legendary, as are its outstanding business

You can experience flow when you are involved in a task with attainable and challenging goals. When you are totally absorbed and experience intense positive emotions, you perform at the peak of your potential.

5. EMPLOYEE RESPONSIBILITY

It is important to avoid a Manichean approach and put all the blame for the lack of engagement on organizations and management. Employees have a major responsibility for engagement as well. The role of managers is capital (managers account for 70% of the variance in employee engagement across business units according to Gallup), but ultimately employees choose how much, where and how they want to engage. As experience shows, even when all seems in place to assure optimal working conditions, some employees still choose not to contribute all they could to the success of the organization.

Potential benefits of their engagement for the workers themselves include:

- ✓ Enjoying pride and satisfaction for the quality of their work.
- ✓ Remaining congruent with their own values and ethics.
- ✓ Experiencing greater pleasure and fulfillment when working with enthusiasm.
- ✓ Enhancing the possibilities of learning and progressing in their career trajectory.
- ✓ Receiving recognition for their contributions by superiors and colleagues and improving their chances of subsequent advancements and promotions.

And most importantly, finding opportunities to contribute to changing the corporate culture and create a more positive working experience.

EMPLOYEE ENGAGEMENT- BEST PRACTICES

We share some of these best practices here under the areas that most often appear as key drivers of engagement. We also strongly recommend following up with employees using focus groups to further explore each area and get their specific improvement ideas and suggestions

PROFESSIONAL DEVELOPMENT

- ✓ Develop competency models for key job roles to form the basis for better selection, performance reviews and development planning
- ✓ Share competency models with employees to use as a guide for development and coaching
- ✓ Implement a process for soliciting and discussing career aspirations with staff
- ✓ Look for ways to increase job challenge and variety where possible
- ✓ Demonstrate trust in employees' capability to do their jobs
- ✓ Provide training and coaching opportunities as well as accommodating employees' needs to take time for development
- ✓ Tie manager incentives to development of staff.

INFORMATION & COMMUNICATION

- ✓ Develop and maintain an organizational chart with high-level role descriptions for managers and teams
- ✓ Implement "town hall" meetings once per quarter with a standardized meeting template
- ✓ Start a regular staff newsletter, which promotes key messages, celebrates staff achievements and profiles, individual staff or teams
- ✓ Appoint communications champions or communication networks across the organization to help promote better internal communications
- ✓ Establish communication processes and channels to support and improve information sharing between groups
- ✓ Implement knowledge-sharing processes and technologies that enable employees to connect easily and share expertise

INNOVATION

- ✓ Tie innovation into employee recognition, for example, create an "innovation award" that will encourage employees to think outside the box and make suggestions on improving processes, reducing costs, driving new business or other priorities
- ✓ Celebrate creativity and risk taking
- ✓ Facilitate cross-function meetings to allow for diverse brainstorming sessions
- ✓ Encourage management to support innovative ideas by assigning value to new ideas, providing feedback and follow up on suggestions brought forward

IMMEDIATE MANAGEMENT

- ✓ Develop a process for management and leadership transition that ensures smooth onboarding for a new manager
- ✓ Implement a manager training program for all newly promoted or hired managers
- ✓ Create manager "standards" such as minimum frequency of department meetings, timing of performance reviews, etc.
- ✓ Promote collaboration between managers and employees with regards to setting goals for the department
- ✓ Prepare managers to provide guidance to employees on career development
- ✓ Provide a safe mechanism for employee feedback if they have concerns about their immediate manager, for example, anonymous surveys, suggestion boxes, websites, etc.
- ✓ Assess manager performance frequently and regularly
- ✓ Hold regularly scheduled, clearly structured individual one-on-one meetings between managers and their direct reports, building the foundation to foster a great relationship

SENIOR LEADERSHIP

- ✓ Develop a Leadership Development Strategy, which includes defined competencies for leaders, core and elective learning opportunities, an assessment mechanism related to the competencies, individual development plans, management-specific orientation for new leaders, leadership coaching, mentoring, etc.
- ✓ Ensure the Senior Leadership team is visible to staff; leaders should be visible in each location a minimum of four times a year
- ✓ A 360-degree assessment of each policymaking, along with interpretation of assessment and individual coaching and/or action planning
- ✓ Make leadership aims transparent to all employees; explain how and why decisions are made
- ✓ Promote accountability, ownership and personal responsibility among leaders.

ORGANIZATIONAL VISION

- ✓ Craft a compelling mission, vision, plan and value statements
- ✓ Regularly and clearly, communicate the mission, vision, and values, as well as short and long-term goals of the organization; take time to explain and promote them.
- ✓ Develop a coherent operating plan that links department and unit goals to the overall vision.
- ✓ Identify and remove obstacles to achieving arrangement between the vision and employees' jobs

EMPLOYEE ENGAGEMENT METHODS

There are 3 ways to engage with employees, each of which has its own strengths.

1. Informative Engagement – One-way information.
2. Reciprocal Engagement – Two-way information.
3. Dynamic Engagement – Real-time and intelligent use of information.

INFORMATIVE ENGAGEMENT

This is obviously the most traditional method, being the one-way information about company benefits and the present/future conditions for employees.

This is done through –

- Paper documents

- Electronic documents
- Verbal education

The emotional response from this process is comparatively low, as it does not require the employee to fully abridgment the information or more importantly, understand its meaning in the background of their lives. It is a one-way information which will usually is speed-read and then filed away. But this information typically carries long-term important content, particularly as reference substantial for when it suddenly becomes high priority, such as a Healthcare benefit in a time of illness. Hence, its financial value to the employee can be high, but the emotional engagement value can be low for employee retention.

RECIPROCAL ENGAGEMENT

This is a natural situation for companies that honestly mean well for their staff. Most of the profitable companies are in this zone as they want to retain their staff and will ensure they provide sufficient conversation and open-door policies for all aspects of employment to feel they're providing a positive workplace.

Particularly for large companies, the latter half of the 20th Century majored strongly on this with even greater emphasis put on it now. There are many business support companies that run a two-way communication and training sessions for staff, covering topics such as –

- ✓ Employee Assistance Programs
- ✓ Buddying and Mentoring
- ✓ Open Floor Suggestions
- ✓ Feedback Surveys and Polls
- ✓ Management Tutoring
- ✓ Skills Development Courses
- ✓ NLP Training

Whilst this can be very successful for global firms down to micro boutique businesses, it is often only effective for a few days or weeks before the old habits sneak back in. If the leaders and managers don't live the principles fully, then the chances are that the staff won't live them either. Consistent sessions and reminders work well, but the need for their frequency reflects the lack of deep long-term cultural change that is needed.

DYNAMIC ENGAGEMENT

An outstanding manager will primarily have leadership attributes that they instinctively want to pass on to their staff. Once those staff has progressed within the company, they will provide the same control to their teams and so on as the company grows through time.

To achieve this, the bests need to fully understand how their team members work and what drives them personally. They must do more than communicate benefits or ask for feedback on what the company could be doing better. If they know the specific personal and professional goals of each of their team members, then they can respond with relevant and timely information that helps the employee to achieve those goals.

As mentioned in mutual engagement, this is not always possible, particularly if the leader has a very large team, they simply don't have time to do their main job whilst seeking to understand every nuance of their employees. This is where technology can help.

CONCLUSION

Employee engagement is a positive attitude held by the employees towards the organizational it's working culture. Most studies determine that it is valued by management, two-way communications between management and employee's management interest employee's well-being and giving more likelihood for employees do not give much position to pay and benefits. Employee engagement plays a dynamic role for the success of any company. Employee engagement is a process, which holds of several aspects, on fulfillment of which a worker becomes a consistent employee and performs at his high-level stable with job satisfaction and a feeling of belongingness.

It is gaining popularity, use and importance in the company and affects company in many ways. Employee engagement leads to improved productivity, holding, client trust and profitability. Employees who trust that their employer cares about their health and wellbeing are more likely to be loyal and stay in their work for longer. This can bring huge gains for employers who transport more successfully through increased productivity and performance and can reduce worker turnover, sickness absence and recruitment cost. When a person values a particular aspect of a job, his engagement is more greatly affected both positively and negatively, associated to one who doesn't value the aspect.

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