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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

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- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

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- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19-22 June.

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A STUDY ON EMPLOYEE ENGAGEMENT OF SELECT PLANT MANUFACTURING COMPANIES OF RAJASTHAN**VEDIKA SHARMA****ASST. PROFESSOR****RAJASTHAN INSTITUTE OF ENGINEERING & TECHNOLOGY****JAIPUR****SHUBHASHREE SHARMA****LECTURER****RAJASTHAN INSTITUTE OF ENGINEERING & TECHNOLOGY****JAIPUR****ABSTRACT**

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 for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. It is a positive attitude held by the employees towards the organization and its values. The study is descriptive in nature and the data was collected through self-designed questionnaire survey of select plant manufacturing companies of Rajasthan. Hypothesis is tested using Two Way ANOVA (Analysis of Variance) Test. The study suggests ways to improve employee engagement in the companies and employees actively engaged in the companies are quick achievement of personal as well as organisational goals. Thus Employee engagement is a barometer that determines the association of a person with the organization.

KEYWORDS

Barometer, Engagement, relationship, values.

INTRODUCTION

An engaged employee is a person who is fully involved in, and enthusiastic about, his or her work. Engagement at work was conceptualized by Kahn, (1990) as the 'harnessing of organizational members' selves to their work roles. In engagement, people employ and Express themselves physically, cognitively, and emotionally during role performances. Employee engagement also affects the mind-set of people. Engaged employees believe that they can make difference in the organizations they work for. Confidence in the knowledge, skills, and abilities that people possession both themselves and others is a powerful predictor of behaviour and subsequent

CATEGORIES OF EMPLOYEE ENGAGEMENT

Engaged— Engaged employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward.

Not Engaged—Not-engaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are not-engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their co-workers.

Actively Disengaged—The actively disengaged employees are the "cave dwellers." They're "Consistently against Virtually Everything." They're not just unhappy work they're busy acting out their unhappiness. They sow seeds of negativity at every Opportunity. Every day, actively disengaged workers undermine what their engaged Co-workers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning.

REVIEW OF LITERATURE

Employee engagement was described in the academic literature by Schmidt (1993). A modernized version of job satisfaction, Schmidt influential definition of engagement was "an employee's involvement with, commitment to, and satisfaction with work. Employee engagement is a part of employee retention." This integrates the classic constructs of job satisfaction (Smith 1969), and organizational commitment (Meyer & Allen, 1991). Harter and Schmidt's (2003) most recent meta-analysis can be useful for understanding the impact of engagement. The opposite of employee engagement is a zombie employee. Engagement is most closely associated with the existing construction of job involvement (Brown 1996) and flow (Csikszentmihalyi, 1990). Job involvement is defined as 'the degree to which the job situation is central to the person and his or her identity (Lawler & Hall, 1970). Kanungo (1982) maintained that job involvement is a 'Cognitive or belief state of Psychological identification. Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus job involvement results form a cognitive judgment about the needs satisfying abilities of the job. Jobs in this view are tied to one's self-image. Engagement differs from job in as it is concerned more with how the individual employees his/her self during the performance of his / her job.

IMPORTANCE OF THE STUDY

This study is relevant in knowing the level of employee engagement among the employees of select plant manufacturing companies of Rajasthan and knowing the commitment of the employees towards the organization.

STATEMENT OF THE PROBLEM

The problem is that the employee engagement differs with the various designations and according to the position people have in the organization.

OBJECTIVES OF THE STUDY

The main objective of the study was to find out the level of the level of Employee Engagement of selected plant manufacturing companies. The secondary objectives are as follows:

- To measure age wise employee engagement
- To measure designation wise employee engagement level of selected plant manufacturing companies.
- To measure experience wise employee engagement level of selected companies.
- To measure department wise employee engagement level of selected companies.

HYPOTHESIS

H1: Scores of factors affecting Employee Engagement does not differ within various designations and years of experience

H2: There would be no significant difference in the Scores of factors affecting Employee Engagement does not differ within various designations and salary structures.

H3: There would be no significant difference in the Scores of factors affecting Employee Engagement does not differ within various designations and Departments

RESEARCH METHODOLOGY

In present research five plant manufacturing companies were selected from different parts of Rajasthan. The study is based on primary data through self-administered questionnaire filled by the employees of manufacturing companies of Rajasthan and is descriptive in nature.

TABLE 1: DESIGNATION AND EXPERIENCE WISE SCORE OF EMPLOYER

Experience	Sr. Manager	Manager	Sr.Executive	Executive	Others
Below 25	41	44	64	51	218
25-30	39	102	206	185	47
30-35	44	298	242	145	41
Above 35	97	74	77	140	47
Total	221	518	589	521	353
No of employees	7	11	15	10	7

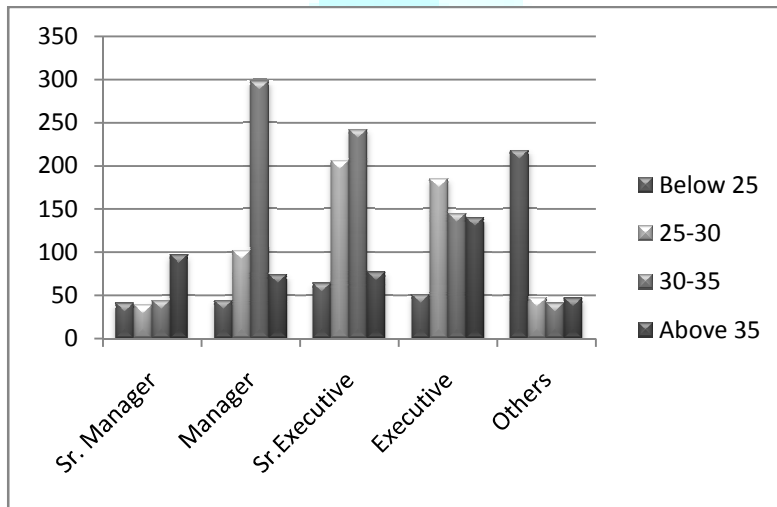


TABLE 2: TWO WAY ANNEXURE

Source of Variation	SS	Df	MS	Feritt
Rows	452370.2	4	113092.5	3.0068917382
Columns	72300.16	4	18075.04	3.006917382
Error	12293		7682.69	
Total	647593.4	24		

At 5% level of significance

FINDINGS

It can be revealed from Table 2 that row wise F calculated value is greater than F critical Value so the hypothesis is rejected and there is a significant difference among years of experience. It can also be revealed that column wise F calculated value is lower than F critical value so null Hypothesis is accepted and is no significance difference among various designations.

TABLE 3: DESIGNATION AND SALARY WISE SCORE OF EMPLOYER

Salary	Sr. Manager	Manager	Sr.Executive	Executive	Others
Below 1,00,000	44	47	57	50	133
100,000-7,50,000	82	91	177	289	126
7,50,0000-15,00,000	83	279	371	76	47
Above 15,00,000	56	51	39	47	55
Total	265	468	644	462	361
No of employees	7	11	15	10	7

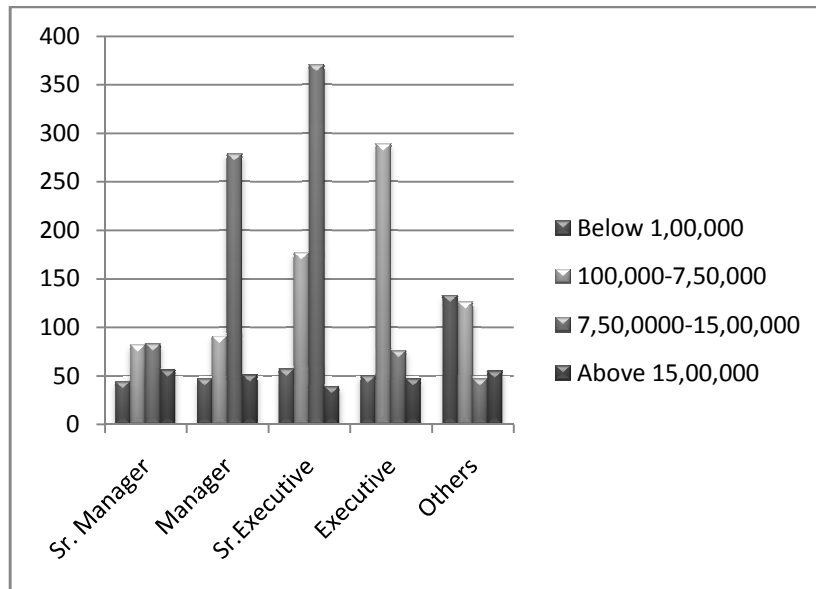


TABLE 4: TWO WAY ANNEXURE

Source of Variation	SS	Df	MS	F	Feritt
Rows	491405.2	4	1288513	14.6353	3.0068917382
Columns	63800	4	15950	1.900127	3.006917382
Error	13430.68	16	839.175		
Total	647593.4	24			

FINDINGS

It can be revealed from Table 4 that row wise F calculated value is greater than F critical Value so the hypothesis is rejected and there is a significant difference among salary structure. It can also be revealed that column wise F calculated value is lower than F critical value so the null hypothesis is accepted and there is no significance difference among various designations.

TABLE 5: DESIGNATION AND DEPARTMENT WISE SCORE OF EMPLOYER

Departments	Sr. Manager	Manager	Sr. Executive	Executive	Others
Training Center	83	46	65	57	200
Production	41	51	210	177	38
Maintenance	47	141	230	150	42
Stores	138	51	80	132	47
Total	309	468	644	452	361
No of employees	7	11	15	10	7

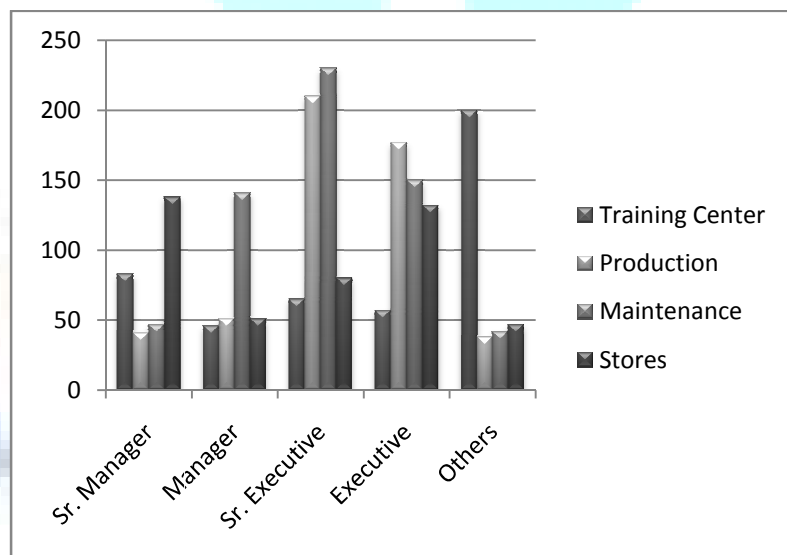


TABLE 6: TWO WAY ANNEXURE

Source of Variation	SS	Df	MS	F	Feritt
Rows	469152.6	4	117288.2	9.774942	3.0068917382
Columns	85128.64	4	21282.16	1.773682	3.006917382
Error	191981.8	16	7682.69		
Total	74623	24			

At 5% level of Significance

FINDINGS

It can be revealed from the table that row wise F calculated value is greater than F critical value so the hypothesis is rejected and there is a significant difference among the departments. It can also be revealed that column wise F calculated value is lower than F critical value so null Hypothesis is accepted and there is no significant difference among various designations.

RESULTS AND DISCUSSION

Analysis of the scores given by employees about the factors affecting employee engagement with various designations and years of experience

(Refer table 1)

Among employees with experience of below 25 years. Sr. managers below 25 has given the score of 41, Managers has given the score 44, Sr. Executives has given the score 64, Executives has given the score 51 and others i.e. accountants, clerks and other junior staff has given the score 218

Employees with experience of 25 to 30 years. Sr. Managers has given the score of 39, Managers has given the score 102, Sr. Executives has given the score 206, Executives has given the score 185 and others i.e. accountants, clerks and other junior staff has given the score 218

Employees with experience of 30-35 years. Sr. managers has given the score of 44, Managers has given the score 298, Sr. Executives has given the score 242, Executives has given the score 145 and others i.e. accountants, clerks and other junior staff has given the score 41

Employees with experience of above 35 years. Sr. managers has given the score of 97, Managers has given the score 74, Sr. Executives has given the score 77, Executives has given the score 140 and others i.e. accountants, clerks and other junior staff has given the score 47

(Refer table 3)

Analysis of the scores given by employees about the factors affecting employee engagement with various designations and Salary Structure

Below the salary of Rs. 1,00,000 per month, Sr. Managers has given the score of 44, Managers has given the score 47, Sr. Executive has given the score 57, Executives has given the score 50 and others i.e. accountants, clerks and other junior staff has given the score 133

In salary structure between Rs. 1,00,000 to Rs. 7,50,000, Sr. Managers has given the score 82, Managers has given the score 91, Sr. Managers has given the score 177, Executives has given the score 289 and others i.e. accountants, clerks and other junior staff has given the score 126

In salary structure between Rs. Rs. 7,50,000 to 15,00,000, Sr. Managers has given the score 83, Managers has given the score 279, Sr. Managers has given the score 371, Executives has given the score 76 and others i.e. accountants, clerks and other junior staff has given the score 47

In salary structure between above Rs.15,00,000, Sr. Managers has given the score 56, Managers has given the score 51, Sr. Managers has given the score 39, Executives has given the score 47 and others i.e. accountants, clerks and other junior staff has given the score 55

(Refer table 5)

Analysis of the scores given by employees about the factors affecting employee engagement with various designations and department

In training Center, Sr Managers has given the score 83, Managers has given the score 46, Sr. Executives has given the score 52, Executives has given the score 168 and others i.e. accountants, clerks and other junior staff has given the score 75

In production department, Sr Managers has given the score 41, Managers has given the score 51, Sr. Executives has given the score 485, Executives has given the score 155 and others i.e. accountants, clerks and other junior staff has given the score 57

In Maintenance Department, Sr Managers has given the score 47, Managers has given the score 144, Sr. Executives has given the score 144, Executives has given the score 57 and others i.e. accountants, clerks and other junior staff has given the score 144

In stores Department, Sr Managers has given the score 138, Managers has given the score 173, Sr. Executives has given the score 101, Executives has given the score 50 and others i.e. accountants, clerks and other junior staff has given the score 49

RECOMMENDATIONS /SUGGESTIONS

The following suggestions can be taken into consideration have proper employee engagement in the organizations.

There should be proper planning of hiring the right employee for the right job so that employees remain contented with their work and employer.

A business should hire a professional consulting company to issue surveys to employees before making improvements to increase employee engagement

Employers should provide openness transparency and fairness when dealing with the workers.

Employees expect fair compensation for their work and business owners should provide producing employees with bonuses. This compensation should also include pay increases and better positions for employees who consistently exceed expectations. Employers should offer compensation that involves employees in the future of the company, such as offering stock options and profit sharing.

Employees appreciate recreational activities their employer offers, such as a company barbeque and volunteer activities in which management and business owners participate. These activities allow management to form a personal bond with employees, which increases the emotional satisfaction of their workers.

Businesses with employees who take care of dependents should provide them with flexitime or a compressed workweek and generous leave benefits to increase engagement, according to the Families and Work Institute. Flexitime allows employees to modify the hours they work and a compressed workweek allows them to accomplish weekly work in four days instead of five.

CONCLUSION

An engaged employee is a person who is fully involved in, and enthusiastic about, his or her work. Employee engagement also affects the mind-set of people. Engaged employees believe that they can make a difference in the organizations they work for. Confidence in the knowledge, skills, and abilities that people possess in both themselves and others and are a powerful predictor of behavior and subsequent performance.

It can be concluded from the study that majority of the employees are above the age of 45 years and they have experienced of more than 20 years in their companies. Employees always have a chance of their career development in their companies because of good and cooperative management teams. And it can also be said that as the employees are actively engaged in their companies, there is a quick achievement of personal as well as company's goal. The ratio of engaged employee increases in the selected companies because of the favorable management policy, good working environment and cordial relation among every one. Thus it is a positive attitude held by the employees towards the Organization and its values.

LIMITATIONS OF THE STUDY

- The study is limited to the boundaries of Rajasthan only.
- In convenience sampling the problem of representativeness might occur.
- It was found during the filling up of the questionnaire that some of the employees were hesitating to give correct answer of the questions.
- To formulate and calculate hypothesis took more time but it was necessary in order to get some accurate results.

SCOPE FOR FURTHER RESEARCH

The scope of the study is wide. It gives a comprehensive platform of information and facts about Employee Engagement on and its effectiveness which has now becomes the prime factor for every organization. The milieu of the study is limited to Rajasthan.

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APPENDIX

DEMOGRAPHIC DETAILS: (Personal Data)

Name:..... Address:..... E-Mail ID:.....

1. Age:

A) 20-45 year	B) 46-50 year	C) 51-55 year	D) Above 56year
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2. Department:

A) Training	B) Production	C) Maintenance	D) Store
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3. Marital Status:

A) Single	B) Married
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4. Education Qualification:

A) 10 th	B) 10-12 th	C) Graduate	D) Diploma	E) Post Graduate
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5. Your experience at this concern

A) Below 25 years	B) 25-30 years	C) 30-35 years	D) More than 35 yea
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6. What is your Remuneration per month?

A) Below Rs.100000	B) Rs100000-750000	C) Rs.750000-1500000	D) More than 1500000
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ORGANIZATIONAL DETAILS

7. Do you have the opportunities to do the work best?

A) Almost always	B) Mostly	C) Sometimes	D) Rarely	E) Not at all
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8. What is your opinion about infrastructure to do your work?

A) Highly satisfied	B) Satisfied	C) neither satisfied nor dissatisfied	D) Dissatisfied	E) Highly Dissatisfied
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9. What is your suggestion about the recognition given by the management?

A) Highly satisfied	B) Satisfied	C) Neither satisfied nor dissatisfied	D) Dissatisfied	E) Highly Dissatisfied
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10. Are you satisfied with the effort to you and your performance by the superior and the team members?

A) Highly satisfied	B) Satisfied	C) Neither satisfied nor dissatisfied	D) Dissatisfied	E) Highly Dissatisfied
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11. Are you agree with the supportiveness by HOD/superiors

A) Highly agree	B) Agree	C) Neither agree nor disagree	D) Disagree	E) Highly Disagree
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12. Whether your suggestion is considered during your job?

A) Frequently	B) Rarely	C) occasionally
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Any suggestions please specify

Thank you.

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