Research Paper Management

Employee Engagement in REVL Private Limited, Coimbatore

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ABSTRACT

Engagement of workers in the different organizations is rarely studied and poorly understood, even though these employees have a significant influence in the institution and the quality of their performance contributes to the quality of relationships with other. In addition, theoretical and practical understanding of workers in different organizations is needed in order to prioritize and implement engagement building interventions targeted towards improving their employees' performance, public satisfaction, and other organizational outcomes. The present research proposes to identify the determinants and outcomes of employee engagement at REVL.

KEYWORDS

INTRODUCTION TO THE STUDY

Employee engagement is one of the important topics in human resource management as it is directly related to organizational productivity. The term employee engagement has gained popularity over the past twenty years. Advocated positive outcomes of employee engagement make organizations develop the culture of engagement at work as a priority for organization. Different professions have their own specifics, which need to be addressed during the engagement building process. For example, for hospital workers, safety issue is of a high importance as they deal with different kinds of sicknesses, whereas for teachers or counselors, the issue of stress and emotional exhaustion may be of more importance.

It refers to a condition where employees are committed and emotionally attached to their work and it is possible only when the employees have challenging work environment and opportunities to use their creativity and skills. The employees must be assigned challenging assignments as per their interests and skills, so that they devote their maximum time to productive work. It is defined as a measurable degree of an employee's positive or negative emotional attachment to his job, colleagues and organization that profoundly influences his willingness to learn and perform at work. An engaged employee is one who is fully involved in, and enthusiastic about his work, and thus will act in a way that furthers his organization's interests. Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover because of their motivational level and their loyalty and trust towards their employers. Thus, it is not surprising that organizations of all sizes and types have invested substantially in policies and practices that foster engagement and commitment in their workforces.

ABOUT THE ORGANISATION

Rane

Expanding Horizons

Rane Engine Valve Limited is a part of Rane Group of companies involved in the manufacture of valves and valve train components for various engine applications. Incepted in the year 1959, it is one of the oldest engine valve manufacturers with latest manufacturing facilities to pace up with the technological advancements that caters in the auto industry. It is the largest manufacturer of engine valves in India with an 85% market share.

The company offers its products to companies engaged in the manufacture of passenger cars, utility vehicles, light commercial vehicles, medium and heavy commercial vehicles, farm tractors, and two and three wheelers. It recently inaugurated its dedicated Lean Manufacturing Practices (LPS) line for Mahindra and Mahindra's Farm Equipment Sector in its Chennai plant. It also has a dedicated line for manufacturing valves for kappa engines of Hyundai motor.

Products

- Light weight valves to meet Changing emission norms and improved fuel efficiency
- Corrosion resistant Low cost Hard face Valves for Alternate Fuels like CNG & Flex Fuel
- Flat seat Valves for Heavy Duty Diesel Engine to withstand high peak firing pressure
- Higher case depth Nitride valves for improved Fatigue and corrosion resistance

OBJECTIVES

- To explore the Antecedents to Employee Engagement
- To identify whether the Antecedents are related to Gallup's Employee engagement index.
- To test whether the demographic variables affected the antecedents of Employee Engagement and Gallup's Employee engagement index.
- To identify and test the influence of Antecedents of Employee Engagement on Gallup's Employee engagement index.
- To build a model of Antecedents and Employee Engagement

STATEMENT OF THE PROBLEM

During past two decades, employee engagement became a very popular managerial concept. Organizations use different engagement building tools in order to stay competitive and improve performance. In Rane Engine Valve Limited(REVL) for the past one year they noticed that there was a decrease level of commitment for the employees. so the management wanted to find out the factors which are influencing high level of commitment. Therefore this problem statement will be addressed through the qualitative study, with the aim of identifying the work related aspects that are to be improved for the purpose of deeper engagement at Rane Engine Valve Limited(REVL).

REVIEW OF LITERATURE

- Robinson, D, S. P.Perryman & S. Hayday (2004) Their study aims in identifying key factors that contribute to employee engagement. The variables identified for the study are leadership, working environment, co-worker relationship, training and career development, compensation program, policies and procedures, workplace well-being and the data collection was done with a questionnaire and the data was collected from 180 employees. The methodology used for the study includes simple random sampling to select employees from a large scale organisation .Regression analysis was used to validate the model and to find impact of employee engagement on employee performance. The findings indicated that there exists a strong positive relationship of employee engagement on employee performance.

- Saks, A. M. (2006) his research study proposes to identify the determinants and outcomes of employee engagement in Information Technology sector. On the basis of secondary research, five determinants - job role, organizational support, rewards & recognition, training & development and leadership & planning, and three outcomes - organizational commitment, organizational citizenship behavior and employee satisfaction have been taken as variables of employee engagement in the study. Findings indicate that job role, rewards & recognition and leadership & planning are strong determinants of employee engagement and further, employee engagement results in organizational citizenship behavior, employee commitment and employee satisfaction.

RESEARCH METHODOLOGY

Research is important both in scientific and non scientific fields. In our life new problems, events, phenomenon & processes occur every day. Practically, implementable solutions and suggestions are required for tackling new problems that arise. Scientists have to undertake research on them and find their causes, solutions, explanations and applications.

Some important avenues of research are:

(1) A research problem refers to a difficulty which a researcher or a scientific community or an industry or a government organization or a society experiences. It may be a theoretical or a practical situation. It calls for a thorough understanding and possible solution.

(2) Research on existing theories and concepts help us identify the range and applications of them.

(3) It is the fountain of knowledge and provide guidelines for solving problems.

Type of research

Descriptive Research

A descriptive study is one in which information is collected without changing the environment. Sometimes these are referred to as correlational or observational studies. In human research, a descriptive study can provide information about the naturally occurring health status, behavior, attitudes or other characteristics of a particular group. Descriptive studies are also conducted to demonstrate associations or relationships between things in the world around us. Descriptive studies, in which the researcher interacts with the participant, may involve surveys or interviews to collect the necessary information. Descriptive studies in which the researcher does not interact with the participant include observational studies of people in an environment and studies involving data collection using existing records. This study uses descriptive research to find out what are all the most influencing factors that leads to employee engagement at REVL Plant 1 &3 and the ways to improvise them to make the employees more committed towards their job.

Data and sources of data

For the study the primary data was collected from Managers, Engineers and Executives of Rane Engine valve Limited Plant 1& Plant 3

Primary Data

The primary data was collected by using questionnaires. The questionnaires have 40 questions with seven dimensions with Employee Engagement which is measured using The Gallup 12 tool. The five point likert scale were (5 - strongly agree, 4 - agree, 3- Neither agree nor disagree 2- disagree, 1 – strongly disagree).

The Gallup Q12

A tool for measuring employee engagement. This tool has been tested for several decades in 112 countries. The leading principal for the development of The Gallup Q12 is for it to be used as a managerial tool; especially to be useful for managers in creating change within an organization .All twelve questions suggested by Gallup Q12 were used in the study to measure the level of engagement.

Time period covered

The permitted time by the college for completion of project work is for two months from Jan 31- March 26 2014 .Time period of data collection is from 23rd Feb- 10th March

Population and sample size

The sample size consisting of 200 respondents were selected for the study from the population size of 305 employees. The sample sizes were divided as 120 from REVL Plant 1 and 80 from REVL Plant 3 based on the designations at Managerial, Engineering and Executive levels.

Sampling technique

Census Enumeration

A census is often construed as the opposite of a sample as everyone is surveyed rather than a fraction. However, population census relies on a sampling frame to count the population. This is the only way to be sure that everyone has been included as otherwise those not responding would not be followed up and individuals could be missed. The fundamental premise of a census is that the population is not known and a new estimate is to be made by the analysis of primary data. The data was collected from 305 respondents of Rane engine Valve Limited(REVL) from that only 200 respondents were available at Plant 1 and 3 as 55 respondents were moved to plant 2 for a training program and 30 of them did not returned the questionnaire and the remaining 15 questionnaires were not completely filled so the responses were collected from 200 respondents

FINDINGS

- The Executive level respondents are highest with 39.5% of the sample size. The junior level respondents comprised of Senior, deputy and assistant Executives. The 60 respondents belongs to the Manager level are the lowest percentage of 30%. The supervisor level respondents comprised of Senior, Deputy, Assistant Managers

- The data collection was done for 200(two hundred) sample sizes comprising of 136 male and 64 female, which is of 68% of male respondents and 32% of female respondents

- 101 respondents belongs to 6-10 years of experience with

the highest percentage 50.5% of the sample size, 45 respondents belongs to < 5 years of experience with the lowest percentage of 22.5%

• 148 respondents has completed their Under Graduation with the highest percentage of 74% of the sample size, 52 respondents has completed their Post Graduation with the lowest percentage of 24%

• In Leadership & Planning and it is found that "Understanding the long-term strategy of this organization" has a greater mean value as 3.03 and sand it is considered to be highly contributing for Leadership and Planning if REVL maintains transparency there is high possibility of increase in employee engagement as the employees have clear understanding about the long term strategy.

• "Employee's feel that they can express their honest opinions without fear of negative consequences." has a greater mean value as 2.17 and it is highly contributing for culture and communication.

SUGGESTIONS

• REVL can share their information in their websites about what is going on within the company.

• The organizations should encourage open communication with the Employee's through suggestion boxes, surveys and team meetings.

• REVL should encourage their Employee's to communicate their views for product development through their website

• Leadership developmental programs are to be conducted to motivate the employee's leadership skills.

• REVL can use social medias to build a good relationship with their Employee's and their customers.

CONCLUSION

Employee engagement emphasizes the importance of employee communication on the success of a business. An organization should thus recognize employees, more than another variable, as powerful contributors to a company's competitive position .Therefore employee engagement should be a continuous process of learning, improvement, measurement and action. From the results of the study it is concluded that raising and maintaining employee engagement lies in the hands of management of Rane Engine Valve Limited (REVL) and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavor.

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