A STUDY ON EMPLOYEE ENGAGEMENT:
KEY FOR DEVELOPMENT AND ADVANCEMENT OF EMPLOYEES

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ABSTRACT

Today's challenge is not just to retain talented people, but to fully involve them, capturing their hearts and minds at every stage of their working lives. Employee engagement has emerged as a key driver of business success in today's competitive market. In addition, employee involvement can be a key factor in organizational success. Not only does engagement have the potential to significantly affect employee retention, productivity and loyalty, but it is also an important link to customer satisfaction, the company's reputation and overall stakeholder value. Thus, in order to gain a competitive edge, organizations are turning to HR to set an employee engagement and commitment agenda. Employee engagement is defined as "the extent to which employees are attached to someone or someone in their organization, how hard they work and how long they stay as a result of that commitment." Research shows that the relationship between employee engagement and organizational strategy, including understanding how important it is for job success and is the most important driver of job engagement.

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Keywords: *Employee Engagement, Competitive Edge, Commitment, Employee Retention.*

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Introduction

Employee engagement can be described in a variety of ways. An engaged employee is one who produces results, does not change jobs often and more importantly is a company ambassador all the time. The performance of a engaged employee, as described by the grass group, is achieved by harnessing the employee's enthusiasm and turning it towards the success of the organization. This result can only be achieved when an employer offers employees an agreement that demonstrates certain positive behaviors that are linked to the organization's goals. An employee can also be found experiencing three different levels of engagement. The employee may be engaged, may not be engaged, or may deviate. Engaged employees are those who work enthusiastically for the goals of organizations. An employee who is not engaged is the one who participates but not with enthusiasm and energy for the common cause of the organizations. Incompetent employees are those who are unhappy with their work is an act of their unhappiness. There are also three different aspects to engagement: intellectual engagement, which refers to one's commitment to performing well in one's job, love engagement or feeling positive after a job, and ultimately social engagement.

As a concept that has evolved over time, engagement has been described in the literature in numerous, often contradictory, ways, so the term has become confusing to many and would have been used to describe it. Let two people explain it. It is perceived differently as a psychological or affective state (such as commitment, involvement, affiliation, etc.), performance building (such as character performance, effort, observable behavior, organizational citizenship behavior, etc.) or behavior. Some are related to other specific constructions such as concepts or initiatives and there is little consensus in the literature as to which of these definitions is defined, or at least, the best example of 'engagements'. In particular, a good definition of a concept leads to 'common sense' of a scientific or subjective nature. It is described by many examples of attitudes. The operations are clearly and widely accepted as logical and reasonable.

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Employee involvement is the emotional attachment that employees feel about their organization and the steps they take to ensure the success of the organization. It demonstrates the care, dedication, enthusiasm, accountability and focus on results of engaged employees. When caring for employees - when they are 'engaged' - they use discretionary efforts. They lag behind in work because they are determined and accountable and they want to pick up the cupboards in the meeting room or the trash , so they care about their workplace. He stands for his company because he is proud to be a part of it, he seeks solutions to problems and develops ideas for improvement. They are emotionally attached to their organization and they care.

Review of Literature

Dicke (2007) He tried to find out what the employees were doing, keeping in mind the confusion and misdirection associated with it. His paper identifies the root causes of such problems as the lack of coherence in the definition and measurement of employee engagement, and the concept of employee engagement rarely distinguishes it from other concepts that differ from it. Closely related the dissertation elaborates on these issues and offers meaningful suggestions for human resource leaders regarding employee engagement.

Whit ford and Moss (2009) described moderating role of follower regulatory focus and goal orientation" and studied the relationship between individual characteristics and leadership style. A total of 165 employees in Australia, North America, Europe, Asia, South Africa and South America came from small, medium and large public and private entities who were sampled as investigators. The results of their study show that visionary leadership has a positive association with work engagement. In addition, personal identity is positively associated with work engagement.

Siddhanta and Roy (2010) conducted an experimental study on "21st Century Manpower Employment", where they observed that various factors of employee engagement such as: employee performance, productivity, safety, attendance and retention, Customer service and satisfaction, customer loyalty and potential, etc., lead to business success. Therefore, it is important for management to keep the employee engaged in order to improve the overall value of the shareholders. The importance of culture is further emphasized, which is expected to have a greater impact on employee engagement.

Kadamand and Thakar (2014) conducted a research entitled "Study of Health and Safety Measures in Selected Cooperative Sugar Factories" and pointed out that proper implementation of health and safety measures in the organization is productive, work effectiveness. , Is a source of job satisfaction. And motivation in employees, etc., and that's what keeps employees engaged.

Objectives

The study aims at the following objectives:

- Determine the key factors used by selected companies to ensure employee engagement in their organizations.
- To know the employee's perception about employee engagement after self experiences in their organizations.

Methodology

This study was conducted to analyze the components of employee engagement and to identify ways to improve engagement levels.

This study will be helpful for the organization in identifying the reasons for which people are lagging behind in their work.

Study participants are limited to employees working in private industries. The sample size selected for this research purpose consists of 100 employees, although a questionnaire has been developed in the natural environment. All 100 usable responses were received and the response rate was 100%. In this study, the researcher used random sampling using the sampling category at his convenience. The reason behind the choice of sampling facility was that in it, the most easily accessible employees were selected as research subjects and it was a fast, easy and less expensive technique to use.

Data Collection: Data was collected from respondents through a self-administered questionnaire with a minimal interface in an unregulated work setting, considering individuals as a unit of analysis. Data were collected by selecting age groups (18-25, 26-30, 31-35, 36-40, 41 and above) and gender (male, female) on a nominal scale.
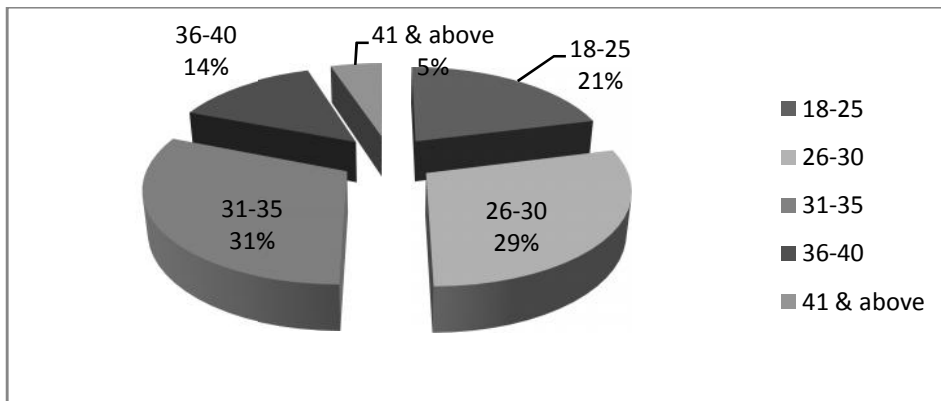
Statistical tools are used to further enhance the studies in a broader perspective.

Data Analysis and Interpretation

- **What is Your Age**

Table 1

| Age (in Years)	Frequency
18-25	21
26-30	29
31-35	31
36-40	14
41 & Above	5
Total	**100**

As per the table no.1 interpretation, 31 percent of respondent are from the age group of 31-35 years old and 29 percent respondent are from 26-30 years old, 21 percent of respondent are from the age group of 18-25 years, 14 percent of respondent belong 36-40 year age group and the less no of percentage that is 5 percent are from the age group of 41 & above years age. Maximum number of respondent are from the age group of 31-35 years and the less number of respondent are from the age group of 41 & above year's age group.

Gender

Table 2

| Gender	Frequency
Male	74
Female	26
Total	**100**
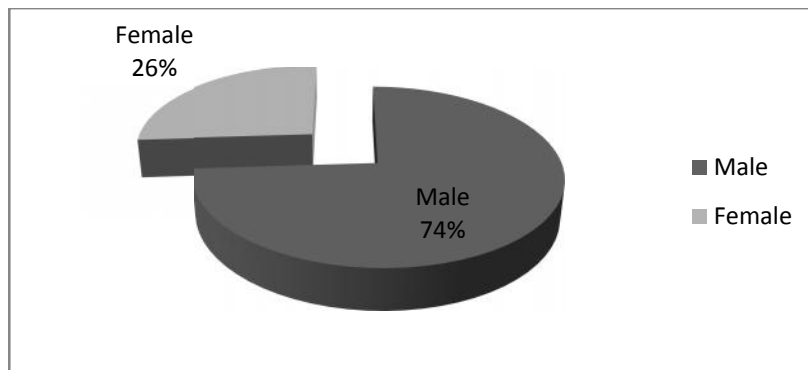
As per the Table no. 2 interpretation, 74 percent of respondent are male and the remaining 26 percent are female respondent. Maximum numbers of respondent are male.

- **I have received recognition for doing my job well.**

Table 3

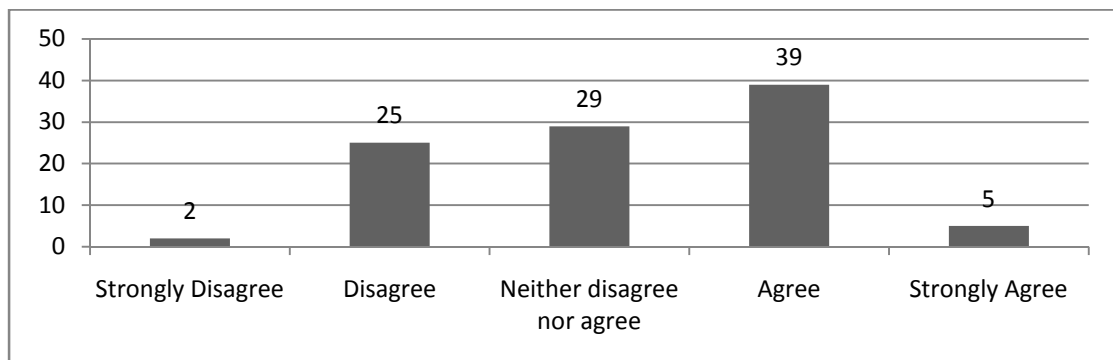| Scale	Frequency
Strongly Disagree	8
Disagree	21
Neither disagree nor agree	31
Agree	29
Strongly Agree	11
Total	**100**
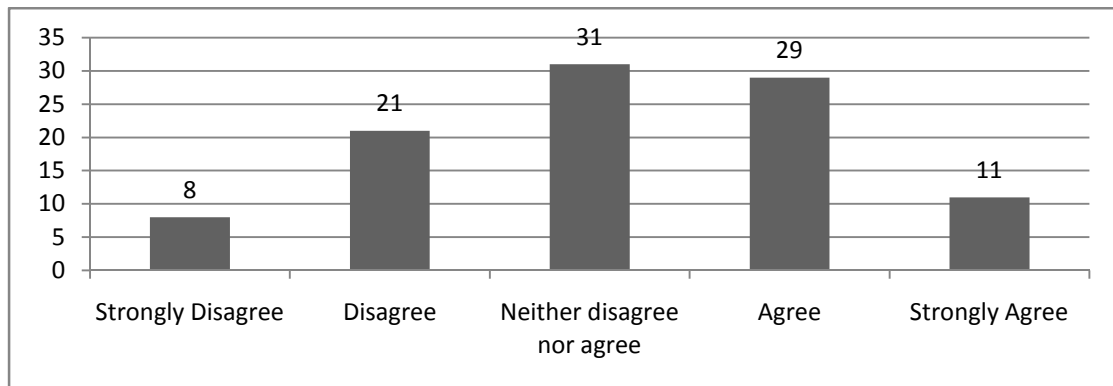
As per the above table no.3, 31 percent of respondent are neither disagree nor agree, 29 percent of respondent are agree, 21 percent of respondent are Disagree, 11 percent of respondent are strongly agree and 8 percentage of respondent are strongly disagree. Maximum number of respondent neither disagree nor agree that they have been recognize and appreciated for the job done by them.

- **My supervisor seems concerned about my welfare.**

Table 4

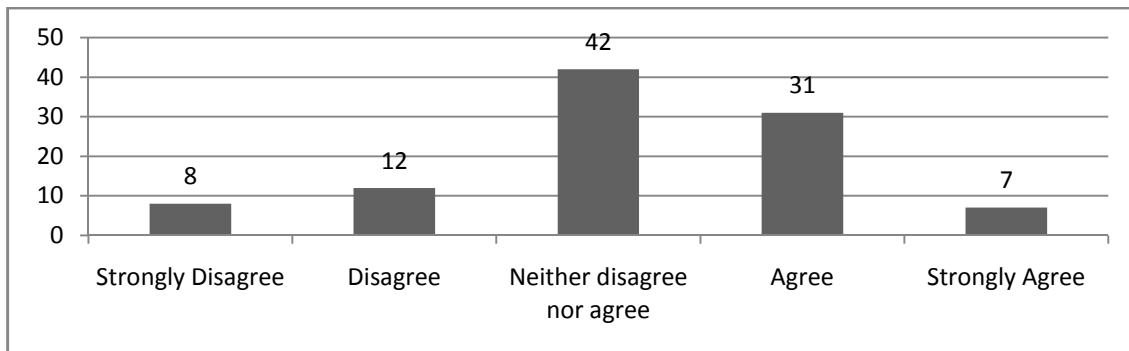| Scale	Frequency
Strongly Disagree	2
Disagree	25
Neither disagree nor agree	29
Agree	39
Strongly Agree	5
Total	**100**

As per the above table no. 4, 39 percent of respondent are agree, 29 percent of respondent are neither disagree nor agree, 25 percent of respondent are Disagree, 5 percent of respondent are strongly agree and 2 percentage of respondent are strongly disagree. Maximum number of respondent agree that their supervisor seems concerned about their welfare.

- **I have Friend at Work**

Table 5

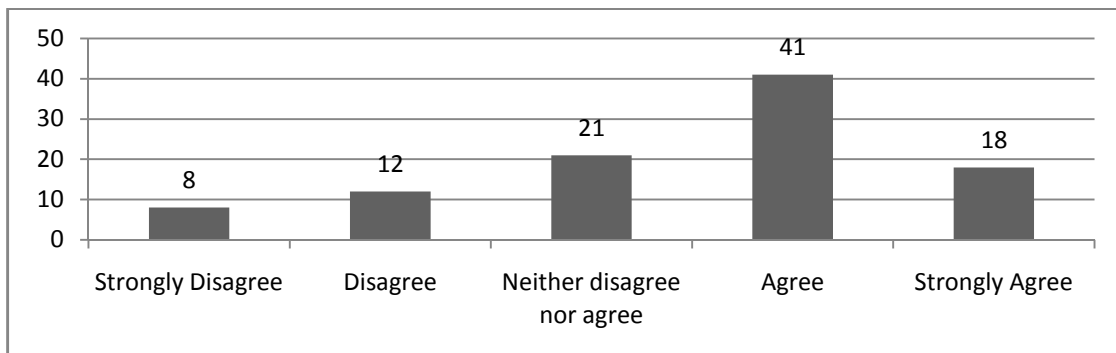| Scale	Frequency
Strongly Disagree	8
Disagree	12
Neither disagree nor agree	42
Agree	31
Strongly Agree	7
Total	**100**

As per the above table no.5, 42 percent of respondent are neither disagree nor agree, 31 percent of respondent are agree, 12 percent of respondent are Disagree, 8 percent of respondent are strongly disagree and 7 of respondent are strongly agree. Maximum number of respondent are neither disagree nor agree that they have friends at their work place.

- **While on the job, my ideas and opinion are taken seriously.**

Table 6

Scale	Frequency
Strongly Disagree	8
Disagree	12
Neither disagree nor agree	21
Agree	41
Strongly Agree	18
Total	**100**

As per the above table no.6, 41 percent of respondent are agree, 21 percent of respondent are neither disagree nor agree, 18 percentage of respondent are strongly agree, 12 percent of respondent are Disagree and 8 percent of respondent are strongly disagree. Maximum number of respondent are agree that while they are on the job, their ideas and opinion are taken into consideration seriously. The materials, tools and equipment that I need to do my job are supplied by the organizations and made readily available to me.

Table 7

Scale	Frequency
Strongly Disagree	4
Disagree	12
Neither disagree nor agree	25
Agree	43
Strongly Agree	16
Total	**100**
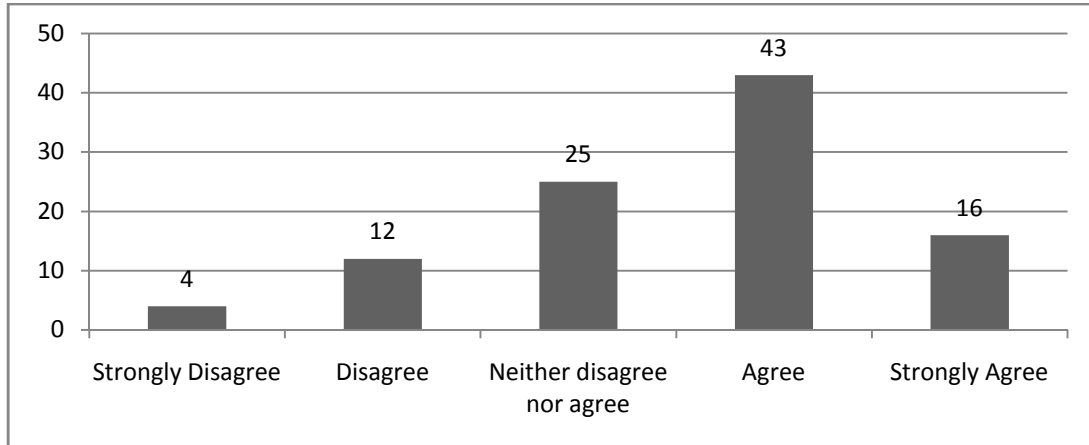
As per the above table no.7, 43 percent of respondent are agree, 25 percent of respondent are neither disagree nor agree, 16 percentage of respondent are strongly agree, 12 percent of respondent are Disagree and 8 percent of respondent are strongly disagree. Maximum number of respondent are agree that the materials, tools and equipment that they needed to do their job are supplied by the organizations and made readily available to them.

Findings

- Maximum number of respondent are from the age group of 31-35 years and the less number of respondent are from the age group of 41 & above year's age group.
- Maximum numbers of respondent are male.
- Maximum number of respondent are neither disagree nor agree that they are being recognize for the job they have performed well.
- Maximum number of respondent are agree that their supervisor seems concerned about their welfare.
- Maximum number of respondent are neither disagree nor agree that they have friends at their work place.
- Maximum number of respondent are agree that while they are on the job, their ideas and opinion are taken into consideration seriously.
- Maximum number of respondent are agree that the materials, tools and equipment that they needed to do their job are supplied by the organizations and made readily available to them.

Conclusion

Employee Engagement is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity and importance in the workplace and impacts organizations in many ways. Engaged employees can help the organization achieve its mission, execute its strategy and generate important business results. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action. Employee engagement is a change in culture – a change in how leaders lead, what they do and the decisions they make. It is not the accountability of a single department nor is it an initiative or a project that a focus group or a specialist team can deliver. Unless employee engagement becomes a fundamental part of an organization's philosophy and ingrained within the attitude and behavior of the leaders, then it will become 'just another initiative' with little effect.

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