

Employee Engagement through HRM Practices and Competitive Advantage of Automobile Industry in Coimbatore, Tamil Nadu - An Empirical Study

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Abstract: Employee engagement is fundamental to driving fruitful associations. Employee engagement is an endless develops that touches all parts of human asset administration. 'Employee engagement is the passionate duty the representative has to the association and its objectives'. Drawn in representatives are candidly joined to their association and exceptionally required in their occupation with an incredible energy for the achievement of their boss, going additional mile past the vocation legally binding understanding. The paper concentrates on how employee engagement is removing the best of representative and hold to the extent that this would be possible. Representative engagement directly affects the employee's efficiency.

Keywords: Employee engagement, high performance, employee retention.

Introduction

Here are five strategies organizations can use to help build their constituency of engaged employees: Use the right employee engagement survey. When a company asks its employees for their opinions, those employees expect action to follow. But businesses often make the mistake of using employee surveys to collect data that are irrelevant or impossible to act on. Any survey data must be specific, relevant, and actionable for any team at any organizational level. Data should also be proven to influence key performance metrics. Focus on engagement at the local and organizational levels. Real change occurs at the local workgroup level, but it happens only when company leaders set the tone from the top. Companies realize the most benefit from engagement initiatives when leaders weave employee engagement into performance expectations for managers and enable them to execute on those expectations. Managers and employees must feel empowered to make a significant difference in their immediate environment. Leaders and managers should work with employees to identify barriers to engagement and opportunities to effect positive change. Employees are familiar with the company's processes, systems, products, and customers. They are also experts on themselves and their teams. So it makes sense that they will have the best ideas to maximize these elements and deliver improved performance, business innovation, and better workplace experiences. Select the right managers. The best managers understand that their success and that of the organization relies on employees' achievements. But not everyone can be a great manager. Great managers care about their people's success. They seek to understand each person's strengths and provide employees with every opportunity to use their strengths in their role. Great managers empower their employees, recognize and value their contributions, and actively seek their ideas and opinions. It takes talent to be a great manager, and selecting people who have this talent is important. Whether hiring from outside or promoting from within, businesses that scientifically select managers for the unique talents it takes to effectively manage people greatly increase the odds of engaging their employees. Companies should treat the manager role as unique, with distinct functional demands that require a specific talent set. Coach managers and hold them accountable for their employees' engagement. Gallup's research has found that managers are primarily responsible for their employees' engagement levels. Companies should coach managers to take an active role in building engagement plans with their employees, hold managers accountable, track their progress, and ensure that they continuously focus on emotionally engaging their employees. The most successful managers view the Q¹² as the elements for great managing, not just questions for measuring. By doing so, they gain a powerful framework to guide the creation of

a strong, engaged workplace. Define engagement goals in realistic, everyday terms. To bring engagement to life, leaders must make engagement goals meaningful to employees' day-to-day experiences. Describing what success looks like using powerful descriptions and emotive language helps give meaning to goals and builds commitment within a team.

The worldwide retreat has incurred significant injury on representatives as pay stops, advantage cuts, and cutbacks pervade the workforce, making it harder to keep up elevated amounts of engagement. Against this background, it is more critical than any time in recent memory for managers to create and keep up an exceedingly drew in workforce. The fundamental driver for a higher engagement were observed to be as the feeling that the firm looks after and values the employees, free and straight to the point correspondence with quick administrator, compassionate disposition of the last towards the previous, acknowledgment of one's commitments towards the authoritative objectives, and flexibility to take an interest in the basic leadership process. Numerous associations trust that engagement is a predominant wellspring of employee maintenance. Furthermore, it has shown there might be a solid connection between engagement, representative execution and business results. Endeavoring to keep up a more elevated amount of employee engagement not just contributes toward transient survival amid monetary instability, but at the same time is a key variable for more term business execution and better situating when economic situations get to be great.

The idea of engagement has normally advanced from past examination on high contribution, strengthening, work inspiration, authoritative duty, and trust. Clearly, all associations need their representatives to be occupied with their work. Directors unequivocally concur that this century requests more proficiency and efficiency than some other times ever. Organizations are endeavoring to build their execution. Administrators have been pondering numerous difficulties to succeed putting their organization in front of contenders. On account of innovation, these days' business organizations are making utilization of cutting edge systems of operation. As advancement of innovations keeps on developing, they posture more difficulties for directors since associations will need to need more number of representatives with expanded specialized and expert aptitudes. These learning specialists can't be made do with old styles of administration. They expect operational self-governance, work fulfillment and status. It is a result of these certainties that consideration of directors is moving towards employees' side of associations. Superior now understands that by concentrating on employee engagement, they can make more effective and profitable workforce. Any activities of change which are taken by administration can't be productive without determined association and engagement of representatives.

Employee engagement is a more up to date idea that has been received by HR experts inside the previous decade as worldwide rivalry soar, "lifetime occupation" blurred into insensibility, and associations looked to all the more straightforwardly adjust representative execution to business objectives. Engagement alludes to representatives' dedication and association with work as measured by the measure of optional exertion they will exhaust in the interest of their manager. Profoundly connected with representatives go well beyond the center obligations laid out in their sets of responsibilities, improving and realizing totally new possibilities to propel their associations, and willing to go the additional mile for their manager unless they are in a general sense glad in their occupation. Drawn in representatives are fulfilled and feel a feeling of connection to their occupation and boss. They advance the absolute best in the association to their loved ones and work towards its prosperity. Engagement is about building up common appreciation in the working environment for what individuals can do and be, given the right connection, which serves every one of us, as individual representatives, as organizations and associations and as customers of open administrations. It is our firm conviction that it can be a triple win: for the person at work, the endeavor or benefit, and for the nation all in all. In unverifiable times, associations need to concentrate on bridling the optional exertion that drew in employee. This has any kind of effect in how organizations are influenced amid the financial downturn, how rapidly they rise up out of it, and how solid they are later on after the

downturn passes. Representative engagement activity directly affects the association's profitability. Also employee engagement is straightforwardly impacted by development of the association, esteem expansion experienced by employees and representative view of the association. Managers become disengaged; employees are 37% more likely to be frustrated with company systems, processes, and procedures. Employee engagement has become a hot topic in recent years. Many organizations believe that engagement is a dominant source of competitive advantage. However, recent research in countries shows that there are more disengaged employees than there are engaged employees in today's organizations.

Reviews

Archana Yemeshvary et al (2013) this paper aims to highlight the interplay of employee engagement dynamics during the process of balanced scorecard implementation. It takes the form of a case study based on analysis of data collected through archived sources, participant observation, in-depth interviews and focused group discussions. The findings indicate that the process of balanced scorecard implementation brings more clarity about overall vision, strategy and individual roles in the organization. This induces a sense of meaningfulness in the employees about work. The periodic review of performance indicators develops a sense of seriousness and can lead to a performance-oriented work culture. When performance is linked to rewards and incentives and is administered fairly, employees perceive the organization as being just and fair. This leads to enhanced employee engagement and improved contribution to the strategy implementation process. The study has limitations that are usually associated with a case study, such as generalisability. The theoretical relationship emerging from this study between the balanced scorecard implementation process and employee engagement can be further verified in large scale longitudinal studies.

Dr Richard McBain, (2007) HR Centre of Excellence discusses the findings of research into current employee engagement practice at 10 organizations and puts forward a resulting model of engagement and commitment. He argues that while employee engagement is a desirable goal, it should not become an end in itself - organizations need to keep it within a strategic context.

Gary Cattermole et al (2013) this paper seeks to address the role and impact of employee engagement within an organization undergoing cultural transformation, addressing the issues of monitoring and increasing levels of staff engagement over time. The paper draws on in-depth employee engagement surveys over a five year period as part of a case study to illustrate how HR drives and monitors change through employee engagement. This paper follows a company through enormous organizational change, firstly towards a high performance culture and then to a culture of empowerment. The role of engagement and monitoring processes are highlighted as part of the transition.

Anitha J (2014) it was found that all the identified factors were predictors of employee engagement (r^2 , 0.672), however, the variables that had major impact were working environment and team and co-employee relationship. Employee engagement had significant impact on employee performance (r^2 , 0.597). Special focus and effort is required specifically on the factors working-environment and team and co-employee relationship as they have shown significantly higher impact on employee engagement and hence employee performance. Organisations shall focus on presenting a great environment for employees to work and promote programmes that would enhance peer relationships. The determinants of employee engagement connote a healthy working atmosphere that reflects on the social impact created by the organisation. Employees would enjoy considerable attention in terms of the determinants being addressed.

Sally Anne Sambrook et al (2014) this paper briefly reviews extant literature on employee engagement, explains auto ethnography and argues that AE is a highly suitable method to capture both the individual and social nature of self in employee engagement. To

understand how employee engagement works, we need to get at the depth of the concept, and the paper offers an innovative methodological contribution to achieve this. To date, this approach has received limited attention and only minimal anecdotal evidence is presented to support the argument for AE. However, there is substantial scope for further research adopting this novel, collaborative approach. An auto ethnographic approach provides both emic (insider) and etic (outsider) perspectives on the phenomenon, thus harnessing both the experiences of those involved in AE initiatives (e.g. HR practitioners managing EE and employees being engaged) but also the researcher's experiences and interpretations of being engaged in their work, to elicit more rich, layered insights. Such nuanced understanding can help facilitate more appropriate, authentic and realistic interventions to harness employees' whole self and engagement. Auto ethnography provides an innovative approach to studying employee engagement, offering an appropriate alternative to quantitative, snap-shot studies and is more in keeping with the founding scholar's intentions for research on this topic. Employee engagement can and has been found to make a difference.

- To understand the employee engagement
- To find the connection between employee engagement and execution.
- To break down the tactic used to clutch the employees.

Significance of Engagement

Engagement is imperative for chiefs to develop given that withdrawal or distance is integral to the issue of specialists' absence of duty and inspiration. Inane work is regularly connected with lack of care and separation from ones works. In such conditions, people are thought to be antagonized from their selves .Other Research utilizing an alternate asset of engagement has connected it to such variables as representative turnover, consumer loyalty dependability, wellbeing and to a lesser degree, efficiency and Profitability criteria . An association's ability to oversee representative engagement is firmly identified with its capacity to accomplish elite levels and prevalent business results.

Factors of Employee Engagement

Make a Partnership

The most ideal approach to urge your kin to reliably give their absolute best at work is to make an association. Regard every representative as a profitable colleague, give them the self-governance to settle on choices and do their work as they see fit, inasmuch as they meet their execution gauges.

Include Your Employees

Include representatives all the more profoundly in your association by welcoming them to join cross-utilitarian groups that draw on the mastery and ability of individuals from various parts of the association. Give every group a chance to have the power they have to settle on choices all alone - particularly when the choices straightforwardly influence them.

Give Your Team access on the Plan and Feedback on Performance

Be as straightforward with your kin as you can be, as far as giving data on how the organization profits, giving them access on any procedures you may have and disclosing to them their part in the 10,000 foot view. At the point when your employees comprehend the general arrangement, they will see themselves as an essential, indispensable bit of the riddle. Consistently put aside time to tell your kin what they are doing well and bring up any ranges for development. In the event that execution is not adequate, work with them to create thoughts on the best way to move forward. It's imperative that employees feel they are upheld

by you and the association, as opposed to being deserted in view of an incidental oversight or awful call.

Keep Promises

Never make a guarantee you can't keep, and when you do make a guarantee - regardless of how little it may be - make certain to finish it. Regardless of the possibility that you think your representatives couldn't care less about it, you can make certain that they are keeping track of whose winning. On the off chance that you aren't sure that you will have the capacity to complete on a guarantee, and then don't make it.

Make a Productive Work Environment

A working environment that is trusting, open and fun will be the most beneficial and fruitful. Be interested in new thoughts and proposals that originate from your representatives, and demonstrate to them that their voices are being listened. Frequently put time aside for group building activities and gatherings, and make them fun so your representatives really anticipate taking an interest instead of searching for motivations to dump them.

Overseeing execution

Powerful execution administration answers the inquiry, "What should representatives take part in?" Further, execution administration is the instrument that makes an interpretation of business execution targets into set, centered individual destinations that empower genuine employee viability. Associations with high representative engagement scores, however low execution administration viability.

Support open correspondence

You can understand into what things are vital to the employee by utilizing reviews, proposal boxes and group gatherings. Be liberal and urge them to express their thoughts and points of view without feedback. This implies putting into work on all that you have found out about compelling tuning in. Address their worries in the most ideal way you can.

Trust

Representatives need to believe each different and in addition their administration. Employees are always watching authority to perceive how their choices influence the vital course of the association and if their practices reflect what they say.

Bolster representatives in their work and development

What number of you has reacted to a subordinate's thought as splendid or even great. Achievement generates achievement. You can bolster employee development by giving instruction and learning open doors, broadly educating, coaching, and any other interactions that support employees' personal development.

Components Leading to Employee Engagement:

Profession Development-Opportunities for Personal Development

Associations with elevated amounts of engagement furnish employees with chances to build up their capacities, learn new aptitudes, procure new information and understand their potential. At the point when organizations arrangement for the vocation ways of their employees and put resources into them along these lines their kin put resources into them.

Vocation Development – Effective Management of Talent

Vocation advancement impacts engagement for employees and holding the most gifted representatives and giving chances to self-awareness

Strengthening

Representatives need to be required in choices that influence their work. The pioneers of high engagement Workplaces make a trustful and testing environment, in which representatives are urged to contradict from the overall universality and to information and enhance to advance the association.

Picture

The amount of representatives is set up to embrace the items and an administration which their organization gives its clients depends to a great extent on their view of the nature of those merchandise and administrations. Elevated amounts of representative engagement are inseparably connected with large amounts of client engagement.

Rise to Opportunities and Fair Treatment

The representative engagement levels would be high if their supervisors (bosses) give break even with chances to development and headway to every one of the employees

Execution evaluation

Reasonable assessment of a representative's execution is an essential foundation for deciding the level of employee engagement. The organization which takes after a fitting execution examination procedure (which is straightforward and not one-sided) will have elevated amounts of employee engagement.

Pay and Benefits

The organization ought to have a legitimate pay framework so that the representatives are persuaded to work in the association. Keeping in mind the end goal to support his engagement levels the employees ought to likewise be furnished with specific advantages and pay.

Wellbeing and Safety

Research shows that the engagement levels are low if the employee does not feel secure while working. In this way every association ought to embrace fitting techniques and frameworks for the wellbeing and security of their employees.

Work Satisfaction

Just a fulfilled employee can turn into a connected with representative. Accordingly it is extremely vital for an association to see to it that the occupation given to the representative matches his profession objectives which will make him make the most of his work and he would eventually be fulfilled by his employment.

Communication

The company should follow the open door policy. There should be both upward and downward communication with the use of appropriate communication channels in the organization. If the employee is given a say in the decision making and has the right to be heard by his boss than the engagement levels are likely to be high.

Family Friendliness

A person's family life influences his work life. When an employee realizes that the organization is considering his family's benefits also, he will have an emotional attachment with the organization which leads to engagement

Co-operation

If the entire organization works together by helping each other i.e. all the employees as well as the supervisors co-ordinate well than the employees will be engaged.

Data Analysis and Discussions

Table 1: Cronbach's Alpha

Employee Engagement factors	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha
Make a Partnership	0.600	0.436	0.790
Team access /Feedback on Performance	0.678	0.500	0.778
Keep Promises and Trust	0.387	0.219	0.820
Make a Productive Work Environment	0.516	0.311	0.802
Overseeing execution	0.584	0.401	0.792
Support open correspondence	0.613	0.450	0.788
Work and development	0.383	0.212	0.818

Table 2: Intraclass Correlation Coefficient

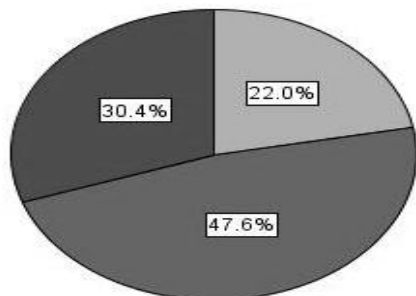
	Intraclass Correlation ^b	95% Confidence Interval		F Test with True Value 0			
		Lower Bound	Upper Bound	Value	df1	df2	Sig
Single Measures	.362 ^a	.301	.430	5.540	167	1169	0.000
Average Measures	.819 ^c	.775	.858	5.540	167	1169	0.000

Two-way mixed effects model where people effects are random and measures effects are fixed.

- a. The estimator is the same, whether the interaction effect is present or not.
- b. Type C intraclass correlation coefficients using a consistency definition- the between-measure variance is excluded from the denominator variance.
- c. This estimate is computed assuming the interaction effect is absent, because it is not estimable otherwise.

Figure 1: Cluster Analysis

Cluster Sizes

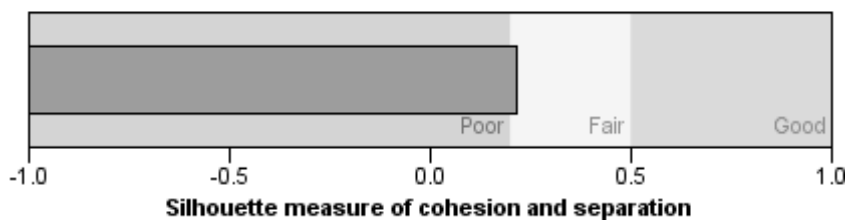


Size of Smallest Cluster	37 (22%)
Size of Largest Cluster	80 (47.6%)
Ratio of Sizes: Largest Cluster to Smallest Cluster	2.16

Model Summary

Algorithm	TwoStep
Inputs	9
Clusters	3

Cluster Quality



Conclusion

Employee engagement drives execution by enhancing maintenance, client dependability, efficiency, security, and at last, gainfulness. Such representatives are more averse to leave for another occupation, or take unapproved clear out. They will probably work better, speedier and all the more securely. Essentially, they are likewise more centered on the client experience, guaranteeing that clients are glad and benefits are augmented. In this day and age of monetary instability, drawing in representatives is basic to guaranteeing an authoritative life span and benefit.

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