

An Empirical Research on Impact of Employees Engagement in Ashok Leyland Company Limited, Chennai

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Abstract

Employee engagement is the stage for obligation, association and worker had towards their organizations and its prices. This study mainly carried on in order to find out current position for the worker's mind near the association that they are fulfilled using the business schemes, conscious for the part and also business's part, administrators, administrators, associate's association etc. The sample size is 134. Descriptive research is assumed in leading this analysis. The statistical tool used is percentage study, chi square analysis and association coefficient.

Keywords: Organization role in worker engagement and elements of worker commitment

I. INTRODUCTION

Employee engagement is not just about holding consideration or fulfilling, it includes of a complete allocation of strategy's to create an worker align his/her work principles and principles among association vision and mission. Employee engagement is directly connected to worker maintenance plans, in fact employee engagement strategies are put into outcome to counter more maintenance rates and nowadays high of the employee engagement strategies are concentrating to counter high turnover rate in the association. Also it helps Brand image of an organisation if they boast of good EE practices and if turnover rate is low. It speaks of Environment and culture of the organisation and biggest advantage of having engaged workforce is high productivity and profits reaped by organisation. In this assignment we would try to understand employee engagement as whole different aspects, process of engagement and current trends going on in industry.

II. ORGANISATION ROLE IN EMPLOYEE ENGAGEMENT

1. Career Development- Opportunities for Personal Development

Administrations with growing stages for commitment offer workers with prospects to grow their capacities, absorb new capacities, obtain new information and comprehend

their probable. When businesses strategy for the job tracks of their workers and spend in them in this method their persons finance in them.

2. Career Development – Effective Management of Talent

Career development effects appointment for workers and retentive the highly capable workers and providing prospects for special growth

3. Clarity of Company Values

Workers required feeling that the essential principles for which their businesses opinion are unmistakable and perfect.

4. Respectful Treatment of Employees

Effective administrations display admiration for every worker's potentials and influence – irrespective of their occupation stages.

5. Company's Standards of Ethical Behaviour

A company's principled values also conducted to appointment for specific

III. ELEMENTS OF EMPLOYEE ENGAGEMENT

The term employee engagement had described through different researchers. A frequently established upon description could be bodily, mental or expressive participation for worker however at occupation.

Four things are significant when we talk around worker engagement; assurance, inspiration, constancy and conviction. Their level controls the superiority for commitment of an worker. Everyone is extensively conversed in the approaching passages.

1. Commitment

Commitment defines the grade to which personalities companion themselves with the work, the tasks and the structural intentions. Committed workers are those who are involved through their effort and dedicated to face each experiment to achieve their aims. They are reliable and extremely creative and consequently are responsible for what they do.

2. Motivation:

Up till currently it were assumed main inspiration is attainment. The opposite is also real, which describes attainment outcomes in highly inspiration. If workers put in their 100 % determinations to take their association to the following level, this accomplished position inspires them higher than anything. Appropriate prizes and respects may therefore it stimulates them to attain highly for their association.

IV. OBJECTIVES

Primary objective:

To study the influence of employee engagement at Ashok Leyland Company Limited, Chennai.

Secondary objectives:

- To study the association among the employees and employers.
- To know the worker perception about employee engagement strategies followed by the company.
- To find out the administrative culture in driving the worker engagement.
- To suggest the possible suggestions to improve the employee engagement in Ashok Leyland Company Limited.

V. REVIEW OF LITERATURE

Padmakumar, R. & Prabhakar Gantasala, V. (2011), has examined the part of employee engagement in effort related results. The determination of this learning was to study the probable mediating association of employee engagement among work characteristics, observed extrinsic intrinsic rewards, apparent technical justice, apparent distributive impartiality and apparent manager support on the one hand, and work fulfillment, work participation, and administrative citizenship performance on the other. The sample included of workers from changed stages of administration. The outcomes confirm the connection among Employee Engagement and Apparent Administrative Support.

Bhatla, N. (2011) studied the Employee Engagement performs and its result on worker Implement. The worker engagement performs in an association get augmented as establishments incline to effort with a worldwide workforce. Administrations are on search for persons who are usually excited to come to effort each day and are extremely

obsessive around their effort. The article views on the essential for such workers and how their occurrence can increase the development and effort competence of the association as an entire.

Bruce Louis Rich, Jeffrey A. Lepine and Eean R. Crawford, has explained the Work Presentation due to employee Engagement. They theorize that commitment, abstracted as the asset of an individual's whole self into a part, provide a further inclusive clarification of associations with presentation than do well-known conceptions that imitate narrower features of the individual's self. Outcomes of a learning of 245 firefighters and their administrators maintained our propositions that engagement facilitates associations among value similarity, and two job presentation measurements: task presentation and administrative citizenship performance. Job connection, job fulfillment, and basic inspiration were involved as mediators but did not exceed engagement in clarifying associations between the qualifications and presentation consequences.

Neha Gupta, Vandna Sharma has explored Employee Engagement as a Method to Better Business Presentation. Employee engagement had appeared as a significant management-focused activity in order to contend and make in a self-motivated and inexpensive atmosphere, having connection with the administration's aims and purposes. This article goals to offer an investigative learning on employee engagement, its formations and descriptions as rehabilitated through recent times, impacts or drivers affecting it, its measures and significance for improved commercial results. There is no clear and extensively recognized description of employee engagement; though, it is initiated to be a combination of changed behavioral constituents, such as obligation, connection, addition, optional effort, optimistic approach and emotional presence that indicates the worker prospective into worker presentation which is definitely connected with organization achievement.

Chang-Wook-Jeung has explained the perception of employee engagement as a complete assessment from a optimistic administrative performance viewpoint. Employee engagement had understood from numerous academic and applied viewpoints, mostly owing to its current admiration.

Robinson et al. (2004) defined Worker commitment as "A positive attitude held by the employee towards the organization and its value. 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." The concept employee engagement is constructed on the establishment of previous conceptions like work fulfillment, worker obligation and Structural citizenship behaviour.

Reissner S, Pagan V. generated worker arrangement in a public-private organization. Much of the prevailing study on worker commitment is lacking in observing administrative actors' lived involvements of administrative arrangement events. This article, originating from qualitative research in a public-private company relationship, gives to the recent accepting of how worker

commitment is produced by administration statement activities pursuing to endorse engagement and workers' answers thereto. Also drawing on the works on administrative variation, announcement and culture, our study reveals that:

(1) supervisors use together ruling and conversational defines announcement to make an surroundings in which workers can request to occupy; and (2) workers answer definitely to such announcement as it creates them feel esteemed and complicated, which improves their inclination to involve with the association. Though, conflicting to extensive expectations in the works, the group of worker commitment is far from direct; workers had active role to

contribute commitment undertakings obtainable through administrators.

Kahn W. analysed the Essence of Engagement, its Perspectives, Issues, Research and Practice. The principle of commitment: lessons from the field William A. Kahn Introduction Engagement is an enormously appealing concept. But we are just not exactly sure what engagement really looks like, except that it involves people working hard and caring about what they are doing. This seems like a good thing, for individuals, their organizations and its customers, and the quality of the work that gets done. Beyond that, there is much divergence in terms of what, exactly, engagement is. This divergence makes it difficult for us to agree on how to get more people engaged at work.

VI. RESEARCH METHODOLOGY

Research Unit	Ashok Leyland Limited, Ennore.
Research Design	- Expressive Research Design
Data Sources	- Primary Data
Survey Method	- Questionnaire
Questions Used	- Dichotomous, Multiple Choice and Ranking Questions
Sampling Technique	- Stratified Random Sampling Technique
Sample Unit / Respondents Group	- Employees of Ashok Leyland Limited, Ennore
Sample Size	- 134
Statistical Tools Used	- Percentage, Chi-Square and Correlation Analysis.

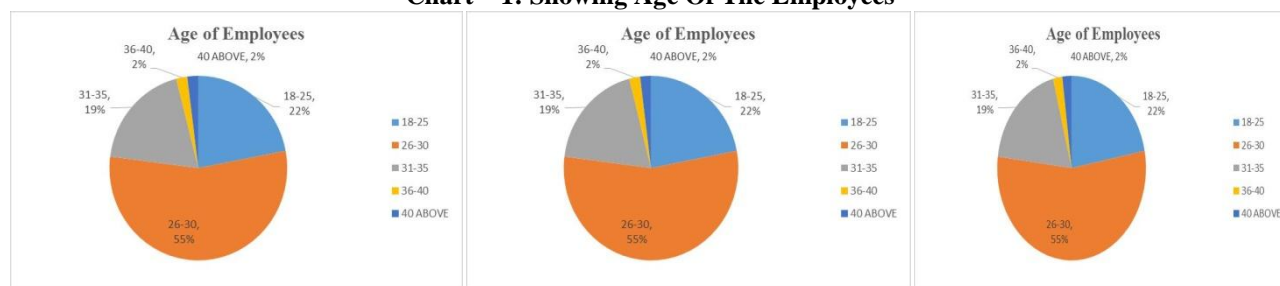
VII. DATA ANALYSIS & INTREPRETATION

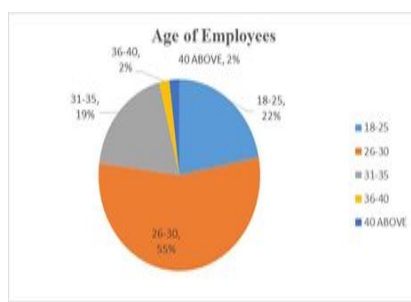
Table – 1: Age Wise Classification

S.NO.	AGE	NO. OF RESPONDENTS	Percentage
1	18-25	30	22%
2	26-30	73	55%
3	31-35	26	19%
4	36-40	3	2%
5	40 ABOVE	2	2%
	TOTAL	134	100%

Source: Primary Data

Chart – 1: Showing Age Of The Employees





Inference

From the beyond table, its shows that 55% of the defendants are in the age category of 26-30, 22% of the defendants are in the age collection of below 25, 19% of the

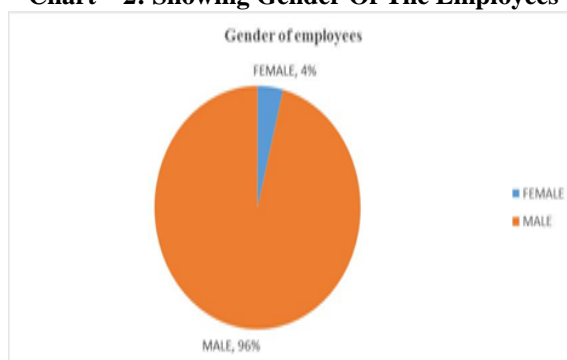
defendants are in the age category of 31-35, 2% for defendants are in the age group of 36-40 and the outstanding 2% of the defendants are in the age category of above.

Table – 2: Showing Gender Of The Employees

S.NO.	GENDER	NO. OF RESPONDENTS	PERCENTAGE
1.	FEMALE	5	4%
2.	MALE	129	96%
	TOTAL	134	100%

Source: Primary Data

Chart – 2: Showing Gender Of The Employees



Inference:

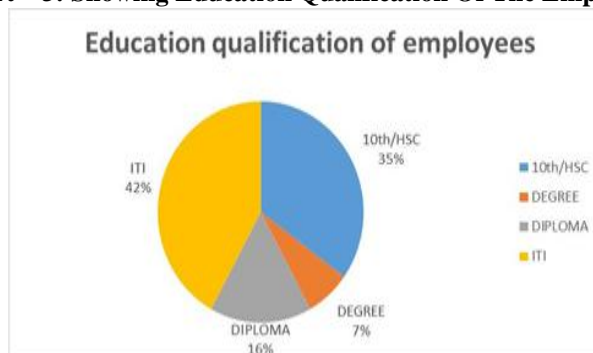
In the above table it is clearly shown that 96% of the defendants belong to male, and the remaining 4% of the respondents are female. It is evident that majority for defendants are male.

Table – 3: Showing Education Qualification Of The Employees

S.NO.	EDUCATION QUALIFICATION	NO. OF RESPONDENTS	PERCENTAGE
1.	10th/HSC	47	35%
2.	DEGREE	10	7%
3.	DIPLOMA	21	16%
4.	ITI	56	42%
	Total	134	100%

Source: Primary Data

Chart – 3: Showing Education Qualification Of The Employees



Inference

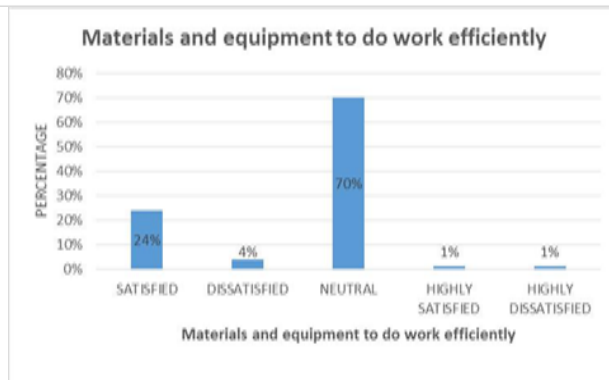
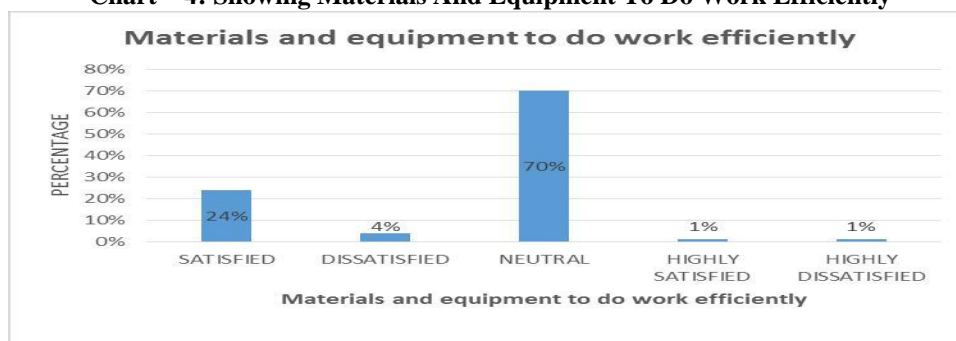
From the overhead table it explains that 42% of the defendants are ITI, 35% of the defendants are SSLC/HSC,

16% of the defendants are Diploma, and the remaining 7% of the respondents are finished their under graduate degree.

Table – 4: Showing Materials And Equipment To Do Work Efficiently

S.NO	RIGHT TOOLS	RESPONDENTS	PERCENTAGE
1.	AGREE	33	24%
2.	DISAGREE	1	1%
3.	NEUTRAL	5	4%
4.	STRONGLY AGREE	94	70%
5.	STRONGLY DISAGREE	1	1%
	Total	134	100%

Chart – 4: Showing Materials And Equipment To Do Work Efficiently



Source: Primary Data

Inference

From the overhead table its clearly shows 24 % of the defendants decide with that they are getting sufficient tools and information to do their job, 70 % of the defendants powerfully agree with this, 4% of the defendants have a

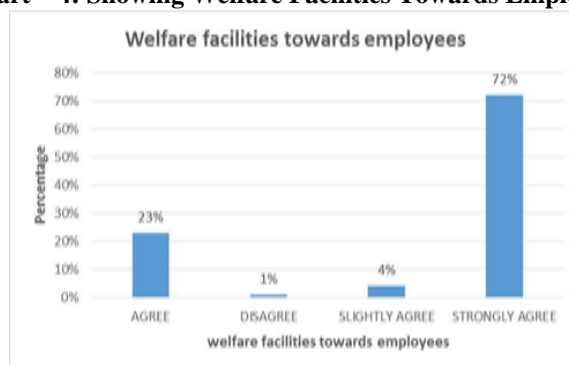
neutral opinion with that they are getting sufficient tools and information to do their job, 1% of the respondents disagree with this and the remaining 1% of the respondents strongly disagree about that they are getting sufficient tools and information to do their job.

Table – 5: Showing Welfare Facilities Towards Employees

S. NO.	WELFARE FACILITIES	RESPONDENTS	PERCENTAGE
1.	SATISFIED	31	23%
2.	DISSATISFIED	2	1%
3.	NEUTRAL	5	4%
4.	HIGHLY SATISFIED	96	72%
5.	HIGHLY DISSATISFIED	-	-
	Total	134	100%

Source: Primary Data

Chart – 4: Showing Welfare Facilities Towards Employees



Inference

From the above table its clearly shows 72% of the defendants extremely fulfilled with the welfare abilities, 23% of the defendants contented with the welfare services, 4% of the respondents have a neutral opinion with the welfare facilities and the remaining 1% of the respondents dissatisfy with the welfare facilities.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.716 ^a	3	.005
Likelihood Ratio	12.431	3	.006
Linear-by-Linear Association	4.437	1	.035
N of Valid Cases	134		

a. 4 cells (50.0%) have expected count less than 5. The minimum expected count is .20.

VIII. STATISTICAL ANALYSIS& RESULTS

I. Chi Square Analysis

Aim:

The test is conducted to analyze whether there is a association among age of the workers and satisfaction level for the workers.

Null Hypothesis: H0

There is no important association among age of the employees, fulfillment stages of the workers.

Alternative Hypothesis: H1

There is important relationship among age of the employees, satisfaction level for employees

Symmetric Measures

	Value	Asymp. Std. Error ^a	Approx. T ^b	Approx. Sig.
Interval by Interval Pearson's R	.183	.086	2.134	.035 ^c
Ordinal by Ordinal Spearman Correlation	.243	.090	2.875	.005 ^c
N of Valid Cases	134			

From the overhead table, it is found that the value of chi square is 12.716 and is associated P value is 0.005 which is lesser than 0.05, so we reject the null hypothesis (H0). The value of spearman correlation is 0.183. So we say that there is a complete relation among the age of the workers and contentment stages of the workers.

II. Correlation Coefficient

AIM:

To find out whether there is a positive or negative correlation between the learned information & services and inspiration given to the participants.

Correlations

		WORK EFFICIENCY	BALANCING WORK LIFE
WORK EFFICIENCY	Pearson Correlation	1	.266**
	Sig. (2-tailed)		.002
	N	134	134
BALANCING WORK LIFE	Pearson Correlation	.266**	1
	Sig. (2-tailed)	.002	
	N	134	134

There is a positive correlation between the assimilated information & services and motivation given to the participants.

IX. FINDINGS

- Majority of the workers intensely approve that their coworkers are cooperative with them.
- Majority of the workers intensely agree that their work place makes them to work efficiently.
- Most of the workers powerfully agree that they are working in safety environment.
- Most of the respondents said that they can tell their suggestions and opinions to their supervisor freely.
- Majority of the employees strongly believes that they have a very good future growth in this company.

X. SUGGESTIONS

- The training program should be properly implemented by involving accurate assessment tests to ensure that the every employee have gathered exact knowledge and clarification about their job role.
- The supervisor must make the work place friendlier enough and he/she should have a frequent friendly chats with the employees so as to make them free enough to share their personal problems and suggest them thereby to solve their problems.
- The ideas suggested by the base level or mid-level employees are not being considered by the management as the process improvement ideas. Since the ground level employees have the exact idea about what is wrong in the process. So their genuine process improvement ideas should be considered by the management to achieve maximum production efficiency.
- Leadership and management 'walks the talk' is failed to ensure that all employees are engaged. This is because of poor leadership style and through creating good leaders and leadership style will help to remove the above problems.

XI. CONCLUSION

Employee engagement has gained its importance in India at recent years. Nowadays companies are facing major problems in retaining the employees, for which they are developing emotionally engaged workforce by various employee engagement activities. It is observed that all employees agree that they can tell their views and opinions to their supervisor, they are informed about the organizational change very well and all employees feel

proud to work for the company. Many employees don't wish to work overtime and extra hours to complete their work. So the company must take necessary action towards it in order to engage the employees at work.

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