



A STUDY ON EMPLOYEE ENGAGEMENT IN HENKEL ANAND INDIA PVT LTD

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ABSTRACT

Employee engagement is level of involvement and commitment on behalf of an employee's level of participation in their organization and its values. Engaged an employee is aware of business context, and works with Colleagues for the benefit of the organization to improve performance within the job. This is a positive attitude towards the organization and its values held by employees. This research study is an effort to understand how employee engagement is associated with employee job satisfaction and how on employee loyalty leads to better work force and affect its loyalty. The results shown that majority of employees are compliance with the organization which brings maximum involvement of the employees and in turn retaining is not impossible. The concept of employee engagement is in existence since 1990, when the term was used for the first time. Employee Engagement is emerging as a new dimension of HR; it is relatively a new term in HR literature. A great deal of interest has been shown in Employee Engagement in recent years. Employee engagement is a multidimensional concept taking in two way interaction between the employers and employees of an organization. As a matter of fact, employee engagement has emerged as a notable need for businesses. Employee engagement is important for any employer which aims to retain its valued employees as an employer's capability to manage employee engagement is related to its ability to achieve enhanced business gains and high level of performance.

1. INTRODUCTION

Employee engagement is the emotional attachment employees feel towards their place of work, job role, position within the company, colleagues and culture and the affect this attachment has on wellbeing and productivity. From an employer's point-of-view, employee engagement is concerned with using new measures and initiatives to increase the positive emotional attachment felt and therefore productivity and overall business success. Employee engagement is seen by many to be an example of a competitive advantage. Proponents of employee engagement say that employees that feel emotionally connected to their positions are more likely to go the extra mile, remain loyal and perform to the best of their ability. For fans of employee engagement, the emotional connection is the anchor which keeps employees motivated during difficult economic and personal times.

Engaged employees are perceived to form part of an organisation's brand and an engaged, happy workforce can have a knock-on effect on customer retention, recruitment of key talent and the ability to attract new customers in a world where a company's values is crucial to consumers. Since the dawn of business, there has been a large focus on productivity. A productive staff gets the most amount of work done in the shortest period of time, all while making sure not to sacrifice quality in the process. Employees that lack engagement often find it difficult to reach these goals, especially when they're unaware of their actual responsibilities at work.

1.1. Improved productivity

Improving your employee engagement strategy is one of the best ways to ensure that your workforce is being as productive as possible. A staff member absolutely needs to be fully engaged in his or her role to get the most

out of their time and effort. This is why employee engagement and productivity are not mutually exclusive. When you have employees who are focused and ready to get things done, productivity can only be expected to follow.

1.2. More Effective Collaboration.

Collaboration is one of the most important aspects of any successful business. Regardless whether or not one thinks they can complete a job on their own without issue, the end results are often more effective with employee collaboration. In an age where many people work from home or are partitioned into cubicles, fostering strong principles of collaboration is easier said than done. One of the best ways to improve collaboration is to help your employees become more engaged in their roles. An engaged employee is well-versed in his or her job, and when two or more of these individuals get together to bounce ideas off each other, magic happens. When employee engagement is lacking, the results associated with true collaboration can be very difficult to achieve.

1.3. Better Employee Input.

No matter how well-run a business may be, there's always some room for improvement. The unfortunate fact of the matter is that many managers and higher-ups don't listen to their employees, let alone ask them for their input. This must change, and it starts with having a staff of engaged employees working under you. Employee engagement can have a direct effect on your employees' confidence when bringing things to your attention and providing input that might serve the business in a positive manner. Allow it to dwindle, and this wealth of good ideas may never come to light.

2. REVIEW OF LIETRATURE

Rashid, Asad, and Ashraf (2011) have highlighted that engagement is the capacity of the employees to work with honesty, obligation and aspiration. Robertson (2012) has discussed that employee engagement is an innovative thought that enhances positive attitudes among the employees towards their job.

Kruse (2012) has discussed that employee engagement is the emotional commitment of an employee that he/she has towards the organization and its goals. These efforts motivate and engage the employees in an organization, hence the productivity and

profitability of the organization increases. Lupfer (2012) has highlighted that employee engagement is concerned with the employees who positively engage not only the customers, but also with everything about the business where they are employed.

Swarnalatha and Prasanna, (2012) have discussed that engagement is the positive behaviour performed by the employees towards their organization and its morale value. It is a continuous learning process, improvement over improvement, measurement and action.

Swarnalatha and Sureshkrishna, (2013) say that employee engagement is the extent to which employees think, feel and act in ways that represent high levels of involvement to their organization. Engaged employees are motivated to contribute to their knowledge, skills and abilities to help their organization succeed.

Cattermole and Johnson, (2014) have defined that "employee engagement is a workplace approach designed to ensure that employees are committed to their organization's goals and values, motivated to contribute to organizational success and are able to enhance their own sense of wellbeing." According to Chandhok and Bhavet, (2014) engagement is about passion, commitment and the willingness to devote oneself and expand one's discretionary efforts to contribute towards achieving the goals and objectives of the organization as a whole.

Kang (2014) has elucidated that engaged employees strengthen the organization's competitive advantage and generate favourable business environment. Therefore it is a challenging task for HR managers to create and maintain a healthy work environment that motivates the employees in their work and enable selection of the right employee at right place.

3. EXECUTION

3.1. STATEMENT OF PROBLEM

Building a champion's network

Giving staff ownership over sustainability can achieve significant change. But like any team, you need to manage, train and support your champions network for them to be effective. Building and fostering a network of committed champions, who have genuine influence, requires effort and budget.

Engaging the "refusers"

Almost everyone we spoke to referenced this. Those tricky colleagues you just can't get on board: they're too busy, they don't see the value in the work, or maybe they just "don't like change" - no matter how nicely you ask them, they always have an excuse. How do you stop these people undermining others' efforts and start to win them over?

Keeping momentum

A "firework effect" is where an initiative attracts a lot of attention when it starts, but then fizzles out over time. Restructures, new executive directions and location moves, all made it harder for our roundtable participants to keep staff engaged.

Engagement Tends to Look at the Effect but Not the Cause

In most models the ideal scenario for organizations is to get as many engaged employees as possible. Unfortunately, many organizations get so stuck focusing on engagement that they forget to take a step back to understand what causes engagement to begin with, let alone understand the impact that engaged employees are having on the organization. This means that engagement just boils down to a number, which is useless without context.

Engagement Surveys are Exhaustingly Long

It's common for employee engagement surveys to be well over 100 questions and ask pretty much everything and anything. That's too long for anyone to be expected to sit and answer questions! Let's not forget that employee engagement surveys can also be manipulated. I once spoke with a Chief Human Resources Officer who told me that if she wanted to increase her employee engagement score quickly, then she would ask employees to take it once on a cloudy, rainy day and then again on a sunny day. Boom! Ten point improvement! Some organizations also have the scary habit of manipulating their engagement scores by either offering incentives to get people to score higher or reprimanding employees who don't score their organizations high enough.

3.2. Research Instrument

A **questionnaire** is a research instrument consisting of a series of questions (or other types of prompts) for the purpose of gathering information from respondents. The questionnaire was invented by the Statistical

Society of London in 1838. Although questionnaires are often designed for statistical analysis of the responses, this is not always the case.

Questionnaires have advantages over some other types of surveys in that they are cheap, do not require as much effort from the questioner as verbal or telephone surveys, and often have standardized answers that make it simple to compile data. However, such standardized answers may frustrate users. Questionnaires are also sharply limited by the fact that respondents must be able to read the questions and respond to them. Thus, for some demographic groups conducting a survey by questionnaire may not be concrete.

3.3. RESEARCH TOOLS

This part of study is mainly focused on verifying main objectives of study. Researcher used **Chi square, simple percentage** and **graphs** as statistical tool for analysis of data

3.4. PROFILE OF RESPONDENTS

The survey was conducted among employees in **HENKEL ANAND INDIA PVT LTD CHENNAI**. The total population is **789** employees the sample population of my study is **100** employees. Based on the population I took 13% of the total population as sample size

3.5. HYPOTHESIS

Ho: There is no significant relationship between age and I understand the long-term strategy of this organization

H1: There is a significant relationship between age and I understand the long-term strategy of this organization.

3.6. CONCEPTUALIZATION**Structural Components**

They are used in repair and maintenance and manufactured based on wax and bitumen. We offer spray applied underbody coatings that combine acoustic properties to complement the abrasion resistance of the UBC and seam sealers focused on paintable and non paintable sealing applications. Our range of products also includes waxes for the protection of cavities, engines, frames and underbody applications. Water or solvent based, high solids and melts are all available

NVH Parts

Our products help improve the NVH performance at a lower weight than a traditional metal reinforcement. This product is traditionally applied in an interior cavity of the vehicle for

structural reinforcement. They can be used to reinforce, frame rails, body cavities or body panels. These products focus on acoustic improvement with expandable cavity seals based on EVA or EPDM. These preformed parts work on a noise absorption principle that blocks the passage of airborne noise in the hollow cavities of the vehicle.

4. MEASUREMENT ANALYSIS

4.1. ORGANISATIONAL-LEVEL

ACTIONS

Implementing organisational practices and communication activities that demonstrate to employees that the organisation genuinely cares about their wellbeing, morale and performance.

Employees are more likely to be engaged when they feel that their organisation values and respects them as individual human beings, and perceives that the organisation is endeavouring to meet their psychological needs and desires. Alongside the engagement indicators, the 'your health, wellbeing and safety at work' section (qs 14, 15, 18, and 22) would be useful to examine here (i.e. KF 15, 20, and 27). If a significant proportion of employees feel that the organisation has not met their basic health, safety and wellbeing needs through its policies and practices; and perceive that they are unable to communicate these needs adequately or safely to the organisation, then they may feel a lack of engagement. Therefore, for an organisation with these issues, an engagement strategy may be tailored towards creating more consistent, clearer, and fairer policies and practices designed to meet the health, safety and wellbeing needs of its workforce. An underlying element to this may be two-way communication. NHS Employers (2013) view good communication as

"key to maintaining an engaging culture within an organisation, whether this is from senior leaders keeping staff informed of business developments to managers telling their staff about things that affect their work".

Employees are more likely to be engaged when they feel that they can input into decisions or changes that may affect their work, and perceive that senior managers will listen and act on their views and suggestions. Alongside the engagement indicators, the scores from the 'senior management' section (q 11) and 'raising

concerns at work' (q 19) would be useful to examine here (i.e. KF 21). If, on average, employees perceive that their senior managers do not involve staff in decisions and are ineffective and uncommitted to patient care, and feel unable to raise concerns to higher levels of management, then employees may feel low levels of engagement.

4.2. TEAM/WORKGROUP-LEVEL ACTIONS

Developing line management capabilities to provide supportive and empowering supervision as well as to demonstrate inspirational leadership behaviours.

Engagement may be particularly boosted when line managers are able to communicate to their staff the wider meaning and significance of their work to the organisation and to patients; and when line managers provide their staff with the resources, information and equipment needed to perform their jobs well. Alongside the engagement indicators, the scores from the 'opportunities to develop potential at work' (qs 7e, f and g), 'contribution to patient care' (q 9), 'line management' (q 10) and 'your organisation' sections (qs 12a, 12b and 13) may be useful to examine here (i.e. KF 1, 2, 3, 9 and 24). If, on average, employees feel that they do not have adequate resources or equipment to do their jobs, feel unable to provide a meaningful and high quality service to patients, and feel that the organisation does not prioritise the care of patients, then they are likely to experience low levels of engagement. Therefore, enabling and empowering employees to perform well in their jobs and to deliver a high quality, meaningful service may be especially important. An organisation's engagement strategy may, therefore, focus on these elements by raising the competencies and capabilities of line managers, so that they are able to enable and empower their direct reports. These aspects are largely covered by two factors (i.e. great management and making every role count) within the staff engagement star framework (see www.nhsemployers.org).

Strengthening the relationships and sharing of resources within workgroups and departments.

Teams may be able to develop a strong climate of engagement by supporting, trusting and encouraging one another. In addition, West and

Dawson (2012) found that, within the NHS, well-structured teams were more engaged than pseudo-teams and those not in teams. Alongside the engagement indicators, the ‘team-based working’ (q 4) and ‘your health, wellbeing and safety at work’ sections (q 17, 20, 21 and 23) may be useful to examine here (i.e. KF 13, 14, 16, 17, 18, 19 and 28). Employees that feel that their workgroup/team does not communicate well and does not share the same goals, or have experienced discrimination, harassment, bullying, abuse or violence whilst at work may not be highly engaged.

4.3.INDIVIDUAL-LEVEL ACTIONS

Opportunities for training and personal development that are focused on strengthening employees’ capabilities to perform well.

Alongside the engagement indicators, the scores from the ‘personal development’ section (qs 1 to 3) may be useful to examine here (i.e. KF6, 7, 8, 10, 26). If a notable proportion of employees have not received or had access to training or a development review in the last 12 months; are viewing the training and development opportunities they have received as not helping them to perform better; and are feeling that such opportunities are of little value or are unrelated to their job, then this could be limiting their level of engagement. In addition, West and Dawson (2012) found that good quality appraisals significantly boosted engagement levels within the NHS. Therefore, increasing the access and quality of training, learning and development via good quality appraisals and one-to-ones could be an important aspect within an engagement strategy for such an NHS organisation. Personal development is a core part of the staff engagement star; a framework to improve staff engagement within the NHS (see www.nhsemployers.org for more detail). *Redesigning or reconfiguring job roles to increase intrinsically motivating elements.*

In addition, discussing the individual’s job role preferences and interests, perhaps through one-to-one sessions or supervisions, and how the organisation can better meet these, such as by expanding the job role or developing a career progression plan. Alongside the engagement indicators, the scores from the ‘job design’ and ‘job satisfaction’ sections (qs 6 and 8) may be

useful to examine here (i.e. KF 1 and 23). If, on average, employees perceive that they do not have clear and achievable goals, feel generally unsupported and unrecognised by others around them, perceive that they do not have a lot of choice over how they work and have little responsibility for their work; then employees may not be engaging in their work as fully as they could be. It is inevitable that staff engagement within a Trust will change over time, and that the approach to fostering engagement will also need to adapt in light of these changes. Hendrika Santer Bream, Change Manager, Organisational Development, at Guy’s and St Thomas’ NHS Foundation Trust, reflects on how the approach taken to improve engagement within her Trust has moved from a focus on low-scoring areas indicated by the survey to a focus on the high-scoring areas:

“At Guy's and St Thomas' we have been interested in improving staff experience as well as staff engagement for a number of years. Back in 2004/2005 we had very disappointing staff surveys and our action planning at that time was focussed on addressing specific low scores. Later, our staff survey results started to improve and also our thinking developed. By 2010 we were still concentrating on developing action plans that would address the specific scores where we underperformed but we were trying, as far as possible, to have actions that would address several scores in one. So, for instance, developing our work on values and behaviours would address several key findings at once. Now our staff survey findings are generally excellent – over the last few years we have been well above average on all three of the Key Findings that make up the overall staff engagement score, and are now the 4th best for acute Trusts. Therefore, we are taking a slightly different approach this year by looking at the positives and our strengths - recognising what we have achieved and identifying what we have done to achieve that. From this ‘Appreciative Inquiry’ approach, we aim to develop a very small number of interventions to address a couple of areas of concern, yet the focus will be on what is good already and trying to build on that. This way we hope to change the perception about our overall levels of engagement (i.e. from paying attention to what is wrong to paying attention to what is working) and at the same time continue to refresh our approach to engaging our staff.”

5. CONCLUSION

To summarize, employee engagement has been defined and measured in many different ways. Despite this, the NHS has a clear and consistent way of understanding, assessing and interpreting engagement within their healthcare context. Adopting Robinson et al's (2004) definition of engagement as a 'positive attitude towards the organisation and its values', the NHS measure of staff engagement includes psychological engagement, advocacy, and involvement dimensions. Engagement scores are presented using a mean average calculation that is weighted to account for occupational differences across the Trusts. The results of the annual NHS staff survey are made publicly available and these reports make use of internal and external benchmarking to aid interpretation of the findings for each Trust. Trusts can develop engagement strategies that focus on training and development, job and organisation design, line management development, communication practices, and team-level wellbeing and reward initiatives.

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