**A Study Of Impact of Employee Engagement Strategy on Performance of Employees In Manufacturing Industry.**

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**Abstract –**

This study is conducted to understand the extent of employee engagement in the organization. Employee engagement is the level of commitment and involvement an employee has towards the organization and its values. Performance of employee depends on level of employee engagement . Highly productive employees are actively engaged in the organizations. They are Pillars for the organizations. Satisfied and motivated work force is a valuable asset for every organization. Employee Engagement Strategy if implemented properly can build up highly satisfied and motivated workforce. An engaged employee is known of business context, and works with co workers to improve performance at the job for the benefit of the organization. Productivity of It is a positive behavior held by the employees towards organization and its values. Engagement at work was conceptualized by Kahn as the ‘harnessing of organizational members’ selves to their work. Research is done on the basis of secondary data.

**Keywords :** Employee, Employee engagement, organization, Performance.

**Introduction –**

Manufacturing Companies employee engage their employees in different ways. Organizations should ensure that employees are properly trained, they should have strong feedback system and incentive system for better work in the organization. In different researches the emerging trends and its impact on employees engagement are studied. Employee Engagement is the level of commitment of employee towards the organization and its values. An engaged employee is known of business context, and works with co workers to improve performance at the job for the benefit of the organization. It is a positive behaviour held by the employees towards the organization and its values. However, the challenges faced by effective engagement mechanism in Manufacturing Industry should be studied.

Manufacturing Industry of India is contributing in the economic development of country and also improving productivity of India. Worldwide worker competition is the challenge before manufacturing industry.

Most Manufacturing Companies have their plants in Industrial Areas developed by the Government. Indian manufacturing industries are continuously working for the excellence in their products and successful in achieving competitive advantage.

The Manufacturing Sector of our country is contributing to the gross domestic product at 16 percent. It is the backbone of any country. It maintains productivity, growth, employment and strengthens agriculture and service sectors.

Employee engagement is the commitment of employees towards their jobs. Engaged employees can achieve competitive advantage for the organization. The crux of engagement is to motivate the employees to give quality output in their jobs. The concept of employee engagement is influenced by organization culture, organization communication, managerial styles of leadership etc. Highly motivated and productive employees are pillars of the organization success. Employee Engagement includes positive attitude of the employees towards their duties. It is also a degree that an individual binds to the organization. It mainly includes challenges at workplace which mainly inspires the individuals. Many organizations becomes successful in engaging their employees because of time management, proper work load allocation and better communication channels.

**Scope of the Study :**

The engaged employees gives better output and positive approach towards customers creating customer satisfaction. It is the challenge for HR Managers to create the workforce which is engaged in the organization giving maximum output to the organization. Employee Engagement is a measure which determine the association of a person with the organization.

Thus, employee engagement is a key for organizational success. Engagement creates prospects for human resources by creating career building opportunities in the organization. It creates environment where employees are motivated with their job and give high quality output. Employee engagement is influenced by factors like company culture, organizational communication, leadership styles etc. It is helpful in promoting and retaining employees, developing loyalty among the employees for their jobs, improving organizational performance and building up company reputation.

Engaged employees form a emotional bonding with their jobs and organization. It improves employee behaviour with customers and results in customer satisfaction. The study is helpful in understanding the effectiveness of employee engagement activities that leads to retain and reward employees and motivate them to perform better.

**Objectives of the Study :**

1. To study the effects of employee engagement on productivity of the employees.
2. To study the relationship between the level of employee satisfaction and employee engagement.
3. To identify the factors influence for employee engagement like individual and job characteristics, (gender, age, work experience, designation) etc.
4. To propose suitable strategies to improve engagement level of employees.

**Research Methodology :**

The research is based on the analysis of secondary data . Secondary data is collected from different research papers published in different Journals. Literature Review is done and inferences are drawn.

**Research Problem :**

Employee engagement has close relationship with employee productivity and quality output as well as job satisfaction level. Similarly, individual and job characteristics affect employee engagement.

**Data Collection Methods :**

Secondary Data is used in this study.

**Literature Review :**

The concept of employee engagement is influenced by organization culture, organization communication, managerial styles of leadership etc. The engaged employees talent can be better utilised in the organization. Career development opportunities can be given to them. Their potential abilities can be better utilized in the organization. It reflects in their output and behaviour towards customers creating customer satisfaction. It is the challenge for HR Managers to create the workforce which is engaged in the organization giving maximum output to the organization. Employee engagement is a measure which determine the association of a person with the organization.

Thus, employee engagement is a key for organizational success. Engagement creates prospects for human resources to be loyal with their current jobs, to take advantage of career development opportunities . Productivity of engaged employees is better. They utilise their potential abilities better and can prove as asset over a period of time.

Employee engagement is influenced by factors like company culture, organizational communication, leadership styles etc. It is helpful in promoting and retaining employees, increase customer satisfaction and loyalty, improved organizational performance and build up company reputation.

Engaged employees give better service to the customers. It improves employee behaviour with customers and results in customer satisfaction. The study is helpful in understanding the effectiveness of employee engagement activities that leads to retain and reward employees and motivate them to perform better. Employee engagement is a measure which determine the association of a person with the organization.

Employee engagement helps in generating satisfied workforce. The term is also related with employee commitment, organizational performance outcomes. The best performing companies know that developing an employee engagement strategy and linking it to the achievement of corporate goals will help them to win a market place.

Employee engagement plays a vital role for the success of any company. It leads to increased productivity, retention, client trust and profitability. Managers should enhance two way communication to ensure that employees have all resources they need to perform job. Appropriate training improves knowledge and skills of employees.

Organizations are emphasising upon significance of employee engagement while taking into consideration all the positive outcomes that engaged employees become key determinant for employer. Engaged employees could bring to workplace high productivity, lower absenteeism, and turnover, customer satisfaction, innovation, improved performance etc

Harter and Schmidit (2006) define employee engagement as the “ individuals involvement and satisfaction with as well as enthusiasm for work “

Many studies identified gender, age, educational qualification, work experience and grade are the key indicators of employee engagement. Past studies suggested that the level of employee engagement is affected by the workplace, demographic characteristics and job demand ( Schaufeli & Bakker,2004:Kahn 1990). Ferguson and Carstairs (2007) stated that individual differences may have significant effects on employee engagement in the organization.

**Gender :** Gender differences have been found to decide the level of a employee engagement. Past researchers outlined mixed outcome of relationship between gender and employee engagement. Some studies stated that the engagement level of women is higher than that of men.(Avery,McKey & Wilson 2007, Coetzee & de Villers 2010, Mauno, Kinnuen, Makikangas & Natti, 2005, Rathboard, 2001)

However, in recent studies of 2016 and 2017 it was found that there is no relationship between gender and employee engagement.

**Age :** Different studies stated engagement level of employees showed higher levels in their young employees (age more than 20 years), and old age (age more than 60 years), however in the middle age engagement levels (30 to 39 years) remain stable.

**Designation/position in organization hierarchy :** The latest study of Choudhary and Rangnekar (2017) found that the engagement level of senior business executives was found higher than junior level executives. The employee of older age will have less employment opportunity that directs them to consider their current employment more favourably (Mathieu and Zajac, 1990)

***Work Experience :*** Post researches have declared that the level of work engagement is more for employees with more experience, more income.

Findings of the Study : On the basis of Literature Review and discussion with employees working in Manufacturing Companies following are the findings of my study :

1. New trends in Employee Engagement in Manufacturing industries are rewards, recognition and better communication system as well as care for employees welfare.
2. Open communication system is booster for employee engagement.
3. Social Media as a tool for Internal Communication – Extended activities such as branding, marketing and recruiting can be implemented. Both public as well as private companies are having internal social media platforms to the employees.
4. Collaboration with Academia – Collaboration with reputed academic institutions is a new engagement strategy. E.g. HCL has tied up with Hardward Business School.
5. Women Empowerment and Appreciation Programmes- The facilities like flexi time, day care facilities ensure a healthy relationship with the work place, co-workers and superiors, who can engage a women employee more effectively.
6. Fitness Programmes – Regular health check ups and diagnosis programmes help employees to remain healthy and productive.
7. Rewards and recognition Programmes- Organizations identify and reward leaders who have motivated, engaged and retained the employees in their team.
8. Family time at the campus- Building a strong bond with the employees as well as their families have now found to be an effective engagement strategy. By arranging family meets in the workplace and conducting entertainment programmes for employees will create better work environment. Infosys and Wipro take such initiatives.
9. CSR Programmes – CSR Programmes are taking up new faces by being more inclusive.
10. Employee engagement trend also covers proper performance management system.
11. Strong company culture mission also forms employer brands.

The challenge before manufacturing industries in implementing employee engagement initiatives are :

1. Insecurity issues about job creates negative work environment among employees towards their jobs.
2. Multigenerational workforce in the organization should be handled by different employee engagement initiatives for every age groups.
3. Established companies find it easy to implement employee engagement programme.

**Conclusion :**

Employee engagement plays a vital role for the success of any company. It leads to increased productivity, client trust, retention and profitability. Managers should enhance two way communication to ensure that employees have all resources they need to perform jobs. Employee performance is highly related to the degree of engagement, motivation, commitment towards the job.

Manufacturing industry should adopt comprehensive employee engagement programme. It include training programmes for employees. As constant up dation of skills is necessary. Skilled employees are more productive and satisfied. Appropriate training improves knowledge and skills of employees. Team spirit, reward, recognition among employees can be developed due to employee engagement programme.

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