

A Study on the Challenges of Employee Engagement in the Manufacturing Industries in Mysore & Bangalore cities of Karnataka

K. Anantha Gowda, Siddegowda Y. S.

Abstract: Employee engagement is the most important aspect of Organisation Development. For organisation to develop, employees behaviour has to be enthusiastic. Their deep and passionate involvement is expected by the organisation. Employees who come to the organisation having different age, education, cultural, economic and skill set background contribute in their own way to the productivity and profit of the Organisation. It is the responsibility of the organisations to build the capacity of the employees to engage actively by offering robust capacity building programs. This paper attempts to study the challenges of Employee Engagement in the two manufacturing Industries of Mysuru and three from Bengaluru city of Karnataka State, India. The findings shows that major challenges include the Gender, skills set, market situations, competitor's attractions, referrals, economic needs, age, education, opportunity growth needs of the employees active engagement.

Keywords: Employee Engagement, Organisation Development, skill set, Productivity, Employees' Behaviour, Manufacturing Industries.

I. INTRODUCTION

Engagement at work was conceptualized by Kahn (1990) as the 'harnessing of organizational members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances' (p. 694). For Kahn, self and role 'exist in some dynamic, negotiable relation in which a person both drives personal energies into role behaviours (self-employment) and displays the self within the role (self-expression)' (p. 700). Such engagement serves to fulfil the human spirit at work. Alternatively, disengagement is viewed as the decoupling of the self from the work role and involves people withdrawing and defending themselves during role performances. Such 'unemployment' of the self in one's role is considered robotic or apathetic behaviour (Hochschild, 1983).

Employees with a mindset to change the companies frequently, it is really a big question for the companies how to engage employees in a real sense. Who will bell the cat is a big question for the organisations. Employees have realised that they are the source of Skills and Knowledge and which can be developed and utilized for company's excellence and for attainment of Organisational objectives. Hence,

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K. Anantha Gowda, Research Scholar, Department of Studies in Social Work, University of Mysore, Mysuru (Karnataka), India. E-mail: ananthagk7@gmail.com. **Permanent Address:** No. 9906, First Floor, Vijayanagar 4th Stage, Near Marimallappa Compoud (Mysuru)-570030, India.

Dr. Siddegowda Y. S., Professor, Department of Studies in Social Work, University of Mysore, Mysuru (Karnataka), India.

They expect the companies to realise the fact the companies where they work take care of them in such a way that they can maintain a stress-free life at organisation as well as in the home front. Hence there is a greater need for the organisations to think about the various methods that can be practiced in organizations for engaging the employees in productive work and creating an atmosphere of values like cooperation, patience and trust among the employees.

Each and every employee needs to be motivated constantly throughout their stay in the organization. An employee needs to be encouraged to put his best for the organization. They need to be made comfortable to put all their best efforts and achieve both organizational and personal goals. Improving employee engagement can increase productivity and profitability while also reducing employee absenteeism and turnover onward. In this paper an attempt was made to identity the factors which influence engagement of employees in manufacturing industries and propose an employee engagement model which can be adopted in various organisations.

The researcher has reviewed many literature from secondary sources. Accordingly books, journals, were read. Balaji R (2014) has rightly pointed out that professionals expect to work with peers who are competent. If this does not occur, employee engagement decreases, on the other hand, when teams of highly competent people are brought together, employee engagement tends to grow. The competition for talent is expected to get tougher as there is a demand for more services. In addition, engaged employees are more likely to stay with the organization. Higher levels of employee retention are tied to better quality care, as well as lower costs for temporary and overtime staff.

Modern organizations accept their employees to be full of enthusiasm and show initiative at work, they want them to take responsibilities for their own development, strive for high quality and performance, be energetic and dedicated to what they do. In other words organizations want their employees be engaged (Bakker and Leiter, 2010). Other researchers state that employee engagement is the best tool in the organization's efforts to gain competitive advantages and stay competitive (Rashid et al., 2011). Therefore, the construct of employee engagement has been an area of interest among many researchers and consultancy firms, and received its recognition in the management literature and among practitioners (Ologbo and Saudah, 2011). Full-time employees spend a large part of their day and the majority of their lives in the workplace,

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and how they feel about their work are important to them. In a recent Gallup survey, 63 percent of American workers are not engaged in their work, while another 24 percent are "actively disengaged." Disengaged workers are more likely to look for other opportunities, or worse, drag down the productivity of the rest of the team.

The study of S.Kaur (2014) revealed that employee engagement is the best tool for any organization to stay competitive in business. It is precisely why employee engagement assumes significance because the engaged employees were proved in many research studies that they deliver high quality/committed service and successful results.

A. Objectives of The Study

1. To understand the challenges of Employee Engagement
2. To understand the expectations of the employees for active engagement
3. To understand the factors influencing disengagement.

II. METHODOLOGY

This is a descriptive study. Secondary data is collected from various sources such as internet, books and journals to understand the concept of Employee Engagement and disengagement. A research questionnaire was designed that covers all possible dimensions on employee expectations. A separate structured questionnaire was prepared and collected data from the ten top level executives.

III. RESULTS

The results are recorded below in table no.1.

Table: 1. Responses of Employees

Sl. No.	Questions	Agree	Strongly Agree	No response	Disagree	Strongly Disagree	Total respondents
1	Do you feel you are serving Purpose for which you have joined?	38	12	-	-	-	50
2	Do you feel that organization should inform its Goals and goal at individual level as an employee	35	15	-	-	-	50
3	Do you agree that your Responsibilities are well informed to you.	-	50	-	-	-	50
4	Do you feel you have autonomy to take decisions and work	20	10	10	10	-	50
5	Do you feel there should be flexibility policy in the organization at the team work level	-	-	-	10	40	50

A. Sampling Design

Primary data has been collected by the researcher with the help of a structured questionnaire administered to 50 employees of manufacturing industries from Mysuru and Bengaluru districts of Karnataka State. The Sampling Method is Convenience and Judgement Sampling. Research instruments were structured Questionnaires to employees and Interviews with top level executives.

B. Statistical Design

The Primary data collected was subjected to feed and tabulated with the help of SPSS and has been analyzed with the appropriate statistical methods. The research design is qualitative as well as quantitative. The sample size is 60 employees selected from five manufacturing industries, 10 from each industries, and 2 top level executives from each industry from five industries, selected at random. The Scoring Pattern: The scoring pattern included five point scale. There are five choices for each statement, that is 5-strongly agree, 4-agree, 3-Neutral, 2-Disagree, 1-Strongly disagree. The questions consisted on the aspects such as Employee Goals, Responsibilities, Autonomy, Flexibility, Attention, Opportunity for Innovation, Environment For Expression, Compensations and Employer Transparency

C. Geographical Area

Primary data has been collected by the researchers with the help of a structured questionnaire administered from 50 employees and 10 top executives from five manufacturing industries from Mysuru and Bengaluru cities of Karnataka State, India.



6	Do you agree that organization should pay Attention to employee well beingness	10	40	-	-	-	50
7	Do you have enough Opportunities for Innovation	11	4	5	30	-	50
8	Do you agree that there is environment of Expression	13	7	15	15	-	50
9	Do you think Compensation benefits are completely taken care by the organisation	35	5	-	7	3	50
10	Do you think that there is Transparency at the organization/employer level	10	2	-	28	10	50

In a second set of questionnaire the top executives observations about the employees levels of engagement. They were asked to express their opinion on scale of 5 on 1. The questions and responses are mentioned below in Table No. 2

Table: 2 Responses of The Top Executives

Sl. No	Questions	Agree	Strongly Agree	No response	Dis Agree	Strongly Disagree	Total respondents
1	Are your employees actively engaged	8	2	-	-	-	10
2	Are your employees deeply involved in work	8	2	-	-	-	10
3	Are your employees disengaged	-	-	-	6	4	10

From the responses available from the employees from Table no.1 and the interviews with the top executives, it is evident that employees feeling that they are able to carry out their work, as they are able to achieve the purpose of joining the company, all the employees are aware of the goals of the organisation and individual goal as an employee, all the employees are aware of their responsibilities as employees, only 30 employees have agreed that they have autonomy in making decisions in their works, all the respondents have expressed that when they work as a team, they do not enjoy the flexibility with regard to achieving the targets, to decide on innovation etc. Only 15 employees out of 50 expressed that they have freedom, encouragement and scope to involve in assignments related to innovation. Only 20 out of 50 express that there is an environment of expression. Compensation benefits exist in all the industries and they are happy about it. 38 employees express that there is no transparency from employer side. Thus table no. 1 gives the insight to the researcher that though compensation benefits are given, there are challenges of employee engagement, The challenges include, employees are not allowed for free expressions, no flexibility in team work, no transparency of the employers.

From the responses from the top executives and interview with them, it is evident that employees are actively engaged, they are deeply involved in their work. They see negligible employees disengaged that too it is a rare and temporary phenomenon.

IV. SUGGESTIONS

1. In manufacturing industries, it is very difficult to engage employee actively because, there is no much change in the mindset of the organisation. Though they give compensation benefits, it is expressed by the respondents that such benefits are to be extended to the maximum extent to the family members also, which is not in existence at present.
2. There is no alignment between thinking of top executives and employees. Top executives say that everything is fine, employees are happy. Whereas employees express that they are not happy while working as team, there is no autonomy while working which is very much important.
3. Both Employees and Top executives agree on the point that Employee Disengagement is not seen. All are enthusiastic, involved in daily responsibilities.
4. However, employees and top level executives should arrange a get together periodically and share their views on Employee Engagement and its importance and disengagement. So far nobody has put such an effort.
5. Industries have to create sufficient environment for expressions while working with team.

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6. Employer should start important matters to make public i.e make it available to its employees, this gives them more confidence on the employer.

V. CONCLUSION

Employee Engagement though recognised to be at three levels namely Engaged, Actively Engaged and Disengaged, the findings of this study shows that disengaged employees are rare organised by the top executives. Employees are also satisfied with the compensations given to them. Employer is not expecting the employees to work beyond what is given, nor thinking in a subtle way whether Employee Engagement is really import for them. They are satisfied with the output given by the employees. There is no special efforts made by the management to understand in depth the concept of Employee Engagement and its presence among the employees. This is a matter of concern. The capacity building of the HR personnel and top executives to be motivated and educated properly by the Employer.

AREA FOR FURTHER RESEARCH

The area for further research include understanding the nuances of employees for their engagement dimensions, employees perspectives of engagement, keen observation methods to be used for their disengagement and strategies to overcome such disengagement. Whether employer is interested in employee engagement in manufacturing industries also needs a systematic exploration.

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