

# A Study on Employee Engagement at Raman and Raman Motors (A Hero Motocorp) with Special Reference to Thanjavur

M. Sundar<sup>1</sup>, M. Mohammed Al Basidh<sup>2</sup>

<sup>1</sup>MBA Student, PRIST School of Business, PRIST University, Thanjavur, India

<sup>2</sup>Assistant Professor, PRIST School of Business, PRIST University, Thanjavur, India

**Abstract:** This paper presents a study on employee engagement at Raman & Raman Motors (A Hero Motocorp) with special reference to Thanjavur.

**Keywords:** employee engagement

## 1. Introduction

### A. Employee engagement definition

Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work.

### B. Process of employee engagement

1. *Prepare and Design:* The first step in the process is about discovering the specific requirements of your organization and deciding the priorities. After that a customised design of carrying the whole process can be designed. It is recommended to seek advice of expert management consultant in order to increase the chances of getting it done right at the first attempt.
2. *Employee Engagement Survey:* Design the questions of the employee engagement survey and deploy it with the help of an appropriate media. It can be either in printed form or set online depending upon the comfort level of the employees and your questionnaire evaluation process.
3. *Result Analysis:* It is the most important step in the entire process. It is time when reports are to be analysed to find out what exactly motivates employees to perform their best and what actually disengages them and finally compels them to leave the organisation. The results and information can then be delivered through presentations.
4. *Action Planning:* 'How to turn the results of the survey in to an action' is a challenging question that organizations need to deal with the utmost care. Coaching of line managers as well as HR professionals is very important in order to tell them how to take appropriate actions to engage employees. They should also be told about do's and don'ts so that they can successfully implement the changes.
5. *Action Follow-up:* Action follow up is necessary in order to find out if the action has been taken in the right direction or

not and if it is producing the desired results.

## 2. Review of literature

Herbert Kelman (1958) provided support for distinction between compliance and internalization. Through an experiment on black American students, he was able to prove that an individual is able to make their choice much more freely during an internalization condition. This freedom allowed them to express their opinions. To achieve a state of engagement one has to achieve the state of internalization.

Frederick Herzberg (1959) interviewed around two hundred engineers and accountants to understand the attitude of people towards work. Then emerged the dual factor theory of motivation He found that there are a set of hygiene factors, the lack of which may be harmful, but they do little contribution to provide job satisfaction and stay extrinsic to the job. It is the intrinsic to job factors or motivators that are key in making people happy with their job. Employee engagement is all about sustaining the hygiene factors and playing completely in those motivators.

The genesis of employee engagement was also laid Douglas McGregor (1960) when he spoke about "Principle of Integration" in his book "The Human Side of an Enterprise". McGregor felt that the effectiveness of an organization was proportional to the untapped potential of its resources. There is a perfect unison in the organization when the self-interests of each of its employees connect with the interests of the organization.

Chris Argyris and Edgar Schein (1960) emerged the concept of "Psychological Contract". Which refers to the relationship between an employer and its employees and specifically concerns mutual expectations of inputs and outcomes? The psychological contract was the level of fairness or balance between employee-employer relationships. This determines, a) how the employee is treated by the employer and b) what the employee puts into the job. This psychological contract is not different from employee engagement.

Fairlie (2011) investigated the role of meaningful work in engagement and other employee outcomes such as burnout, job

satisfaction, organizational commitment, and turnover cognitions and meaningful work characteristics had the strongest relationships with engagement and most other employee outcomes, relative to other work characteristics. In addition, meaningful work characteristics was the strongest unique predictor of engagement.

Othman and Nasurdin (2012) addressed the question of whether social support (supervisor support and co-worker support) could contribute to the variance in work engagement using 402 staff nurses working in three general hospitals in Peninsular Malaysia. Findings indicated that supervisor support was positively related to work engagement. Co-worker support was found to have no effect on work engagement.

### 3. Research methodology

It is a systematic & scientific process of conducting research. It gives the researcher a framework within which the research has to be carried out.

#### A. Objective of the study

The objectives of the study are:

- To study the various factors influencing employee engagement.
- To study the categories of engaged employees.
- To examine the impact of employee engagement on organizational effectiveness.
- To analyze how employees are engaged in work.

#### B. Research design

A Research design is purely and simply the framework or plan for a study that guides the collection and analysis of data. In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement and analysis of data.

1. Type of Research
2. Title of research
3. Area of research
4. Period of research
5. Sampling techniques
6. Data collection methods
7. Tools used for analysis
8. Problem Statement
9. Limitations on the study

##### 1) Type of research

The research is descriptive in nature. It includes surveys and fact finding enquiries of different kinds. The major purpose of descriptive research is description of the state of affairs as it exists at present.

##### 2) Title of the research

A Study on Employee Engagement at Raman and Raman motors with special reference to kumbakonam.

##### 3) Area of research

The study is conducted in Thanjavur District.

##### 4) Period of research

The study is conducted from Mar 2019 to May 2019.

##### 5) Sampling techniques

Sample size for the study was selected on the basis of simple random sampling method, 100 Raman and Raman employees are randomly selected as sample from different designations.

##### 6) Data collection methods

Data are collected from both primary & secondary sources. Primary data are collected through structured questionnaire and secondary data are collected from official website of the company, journals, articles, textbooks, etc.

##### 7) Questionnaire Design

Questionnaire contains Demographic and socio economic profile of the respondents, various attributes & factors related to product awareness is used in the Questionnaire, some open ended, close ended & rating questions were used to know engagement level of employees.

#### C. Tools used for analysis

The following statistical tools are used for data analysis

- Percentage
- Averages
- Chi Square
- Correlation
- ANOVA.

#### D. Scope of the study

- In this study it is not possible to collect the opinion of all the employees owing to personal constraints. So the assumptions are drawn on the basis of the information given by the respondents.
- The study needs to be completed within a specified time. So the findings cannot be generalized as a whole.

#### E. Limitations on the study

- Data collected may have responds biased.
- The Study was restricted to Thanjavur district.
- The research result is applicable only to the selected organization or company.

#### F. Chi Square test

##### Hypothesis

*Null hypothesis:* There is no relationship between age and involvement in work.

Calculated Value of  $\chi^2 = 6.7577$

Degree of Freedom =  $(R-1) \times (C-1) = (4-1) \times (5-1) = 12$

The table value of chi square for 12 degree of freedom at 5 per cent level of significance is 21.03.

*Conclusion:* calculated value of chi square is less than the table value, so the null hypothesis is accepted. Hence it is concluded that there is a significant relationship between age and satisfaction towards overall compensation.

Table 1  
Age and involvement in work

Involvement in Work						
Income Level	Highly Satisfied	Satisfied	Neutral	Dissatisfied	Highly Dissatisfied	Total
10,000	8	20	2	0	0	30
10,000 – 15,000	10	14	4	0	0	28
15,000 – 20,000	10	18	8	0	0	36
<20,000	4	2	0	0	0	6
Total	32	54	14	0	0	100

Table 2  
Chi Square Analysis Table

Group	Observed frequency	Expected frequency	O-E	(O-E) <sup>2</sup>	(O-E) <sup>2</sup> /E
Aa	8	9.6	-1.6	2.56	0.2666
Ab	20	16.2	3.8	14.44	0.8913
Ac	2	4.2	-2.2	4.84	1.1523
Ad	0	0	0	0	0
Ae	0	0	0	0	0
Ba	10	8.96	1.04	1.0816	0.1207
Bb	14	15.12	-1.12	1.254	0.0829
Bc	4	3.92	0.08	0.006	0.001
Bd	0	0	0	0	0
Be	0	0	0	0	0
Ca	10	11.32	-1.32	1.7424	0.1539
Cb	18	19.44	-1.44	2.0736	0.1066
Cc	8	5.04	2.96	7.6176	1.5114
Cd	0	0	0	0	0
Ce	0	0	0	0	0
Da	4	1.92	2.08	4.3264	2.2533
Db	2	3.24	-0.84	0.7056	0.2177
Dc	0	0.84	0	0	0
Dd	0	0	0	0	0
De	0	0	0	0	0
				$\chi^2$	6.7577

**G. ANOVA**

between the age and job security.

Table 3

Relationship between age and job security			
Age		Job security	
15 – 25	24	Highly Satisfied	26
26 – 35	60	Satisfied	52
36 – 45	10	Neutral	18
<45	6	Dissatisfied	4
		Highly Dissatisfied	0
	100		100

**H. Correlation**

Table 5

Age and job security			
Age	Responses	Job security	
15 – 25	24	Highly Satisfied	26
26 – 35	60	Satisfied	52
36 – 45	10	Neutral	18
<45	6	Dissatisfied	4
		Highly Dissatisfied	0
Total	100		100

**Hypothesis**

**Null hypothesis:** There is no relationship between age and Job security.

**Conclusion:**

The calculated F value 0.033 and F critical value is 3.888 so the calculated value is less than the table value so accepts null hypothesis so I concluded that there is no significant relationship

Correlation: Answer

	Column 1	Column 2
Column 1	1	
Column 2	0.915702	1

Table 4  
ANOVA: Single Factor

ANOVA: Single Factor						
SUMMARY						
Groups	Count	Sum	Average	Variance		
Column 1	100	198	1.98	0.585455		
Column 2	100	200	2	0.606061		
ANOVA						
Source of Variation	SS	Df	MS	F	P-value	F crit
Between Groups	0.02	1	0.02	0.033571	0.85481	3.888853
Within Groups	117.96	198	0.595758			
Total	117.98	199				

*Conclusion:*

Calculated value is 0.915 so I calculated that age and job security are positively correlated.

#### 4. Findings

##### A. Socio-economic & demographic profile of the respondents

- Majority of the respondents selected as sample in this research are male.
- Most of respondents are between the age group 26 – 35 years.
- Most of respondents are unmarried.
- Most of the respondent's income in between Rs. 15,000 – 20,000.

##### 1) Professional Growth:

- Most of the respondents are satisfied with their opportunities for my professional growth.
- Majority of the respondents are satisfied with their job related training that offers by the organization.
- Most of the respondents are satisfied with their opportunities to apply their talents and expertise.
- Majority of the respondents are highly satisfied about their best effort at work.

##### 2) Training and Development

- Most of the respondents are satisfied with the training and development process.
- Majority says inspired to meet their goals at work.
- Most of the respondents are completely involved in work.
- Majority of the respondents are given their best effort at work.
- Most of the respondents are quickly adopt towards different situations.
- Majority says they always keep going when the going gets tough.
- Most of the respondents are identify their future challenges and opportunities.

##### 3) Inter relationship between employees

- Most of the respondents are take the initiative to help the employees when the need arises.
- Majority says willing take on new tasks as needed.
- Most of the respondents are willingly accept the change.

##### 4) Overall compensation

- Majority of the respondents are satisfied with their overall compensation.
- Most of the respondents says communication between senior leaders and employees are good.
- Majority of the respondents have good working relationship with others.
- Most of the respondents are satisfied with their job security,
- Majority of the respondents understands their work

impacts the organizational goals.

##### B. Suggestions

The following suggestions are given to Raman & Raman motors to improve employee engagement, involvement and employee satisfaction:

- Try to improve the quality of allotment of work.
- The management should take necessary concentration on inter relationship between senior persons and low level employees.
- Individual involvement maybe developed by proper motivation and guidelines.
- Frequent customer's feedback maybe collected to know the changing preference of employees and update quality of work based on such feedbacks.
- Highlight the intrinsic value of the assignments that provided to employees.
- Adaption of right technology may be decided by the management to improve the quality and timeliness of work.
- Try to improve the collective involvement through the individual participation.

#### 5. Conclusion

The study analyzed the involvement level of employees in Raman & Raman Motors and it also studies on which aspects the company need to concentrate as well as fails to understand the employee needs and wants. Hence, it is identified significance of employee's engagement and knowledge in the success of quality of work in the market. Raman & Raman Motors has created good awareness and goodwill about their products in the minds of customers, but still the company has to develop their research wing to sustain their growth in the market. Finally, as of now they have keep going with their energy and enthusiastic.

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