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A STUDY ON IMPACT OF EMPLOYEE ENGAGEMENT ON JOB PERFORMANCE WITH REFERENCE TO TI CYCLES OF INDIA, CHENNAI

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ABSTRACT

An organization's productivity is measured not in terms of employee satisfaction but by employee engagement. Employees are said to be engaged when they show a positive attitude toward the organization and express a commitment to remain with the organization. Questionnaire is framed with the help of the factors of employee engagement activities.

The research design adopted for this study is descriptive design. The sampling technique sampling used in this research is stratified random sampling. A questionnaire comprising of items on a 5-point Likert scale was used to capture the attitude of employees about the organization and the data was analyzed using Percentage analysis, Chi-square analysis, Correlation, Anova.

The result reveals that the engagement level of employees is at a moderate level. So the organization needs to pay more attention to the employee engagement which is crucial for their motivation and improving performance.

INTRODUCTION

Employee engagement is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, the nature of organization and its employees.

Employee engagement has emerged as a popular organizational concept in recent years. It is the level of commitment and involvement of an employee towards the organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. Employee engagement develops positive attitude among the employees towards the organization.

Types of Employees

Depending on the level of commitment, the employees can be classified into three categories: Actively Disengaged, Actively Engaged, and Not Engaged.

Engaged Employees

The engaged employees are those who work with full passion and are emotionally attached to the organization. They are innovative and provide new ideas and consistent performance to move the organization forward. They personalize the company's goals and objectives, and always work above and beyond their job requirements for the betterment of the organization.

Not Engaged Employees

Such employees do put in their time, but not passion and energy into their work. These are the ones who do only what is asked of them. These employees can hold either a negative or positive attitude towards the organization. They consider their job as a paycheck, nothing more.

Actively Disengaged Employees

These employees are unhappy, resentful, and spread negativity within the organization. However, despite doing less than the minimum, these employees last longer in the firm by removing employees whom they perceive will attain higher positions soon.

COMPANY PROFILE



Founded in 1900, the INR 329 Billion Murugappa Group is an Indian business conglomerate, founded, managed, and largely owned by the Murugappa family. The group has 28 businesses

including nine listed companies traded on the National Stock Exchange of India and the Bombay Stock Exchange.



TI Cycles of India, Unit of Tube Investment of India Ltd (TI), is one of the leading bicycle manufacturers in India and a part of INR 295 Billion Murugappa group. The company was established in the year 1949 in collaboration with Tube Investments, UK.

Vision

- To be established as one of the top Bicycle Manufacturing companies in the country and provide innovative and quality products to our customers.

Mission

- To be a profitable high quality bicycles manufacturer, deliver value to our customers and create a company that can attract, recruit and retain smart and talented employees.

It is the mother plant of Tube investments and Murugappa collaboration. TI Cycles has 4 brands - BSA, Hercules, Mach City and Montra which caater to a wide variety of distinct consumer segments.

NEED FOR THE STUDY

This study is conducted to know the employees perception towards engagement programs which are currently practiced in TIC of India and to identify the key elements affecting Employee Engagement in TIC of India. Management basic job to utilize human resources for the achievement of organizational objectives.

OBJECTIVES OF THE STUDY

Primary Objective

A study on Impact of Employee Engagement on Job Performance with reference to TI Cycles of India.

Secondary Objectives

- To measure the Employee performance in TIC.
- To analyse the relationship between the employer and the employee in TIC.
- To analyse the employee satisfaction level in job and organization.
- To analyse about the employee working environment in TIC.

SCOPE OF THE STUDY

This research “A study on the impact Of Employee Engagement on job performance with reference to TIC of India.

LIMITATIONS

- Some of the respondents were reluctant to answer negatively doubting their answers may not be confidential.
- Simultaneous shift basis.
- Time duration is also one of the major constraints to conduct a study.
- Findings of the study are only based on the information provided by the respondent.

LITERATURE REVIEW

Bates, S. (2004) : “Bates (2004) observed that several researches by highly respected consulting firms in the United States (US) have found that almost half of America’s workforce do not go the extra mile in their jobs, they feel a disconnect and are turned off by their jobs, doing only what it just takes to get the job going while only a few, about 25 % are enthusiastic about their employment.”

Armstrong, M.(2005) B : “A research finding by Armstrong (2000) attributes poor employee-supervisor relationship as 57 percent responsible for employee attrition and under-performance in most business firms.”

Csikszentmihalyi, M.(2005) : “Employee engagement is related to other existing organizational constructs which include job involvement, the notion of flow by commitment and organizational citizenship behavior.”

Saks, M. A., 2006 : “Saks' comprehensive model on antecedents and consequences of job engagement (work role), and organization engagement (employees' role as members of an organization) was tested and validated.”

Crim, Dan and Gerard H. Seijts, 2006 : “The term employee engagement, coined by the Gallup Research group, remained attractive for three main reasons. First, as mentioned previously, employee engagement is interwoven significantly with crucial business outcomes. An organization with 'high' employee engagement might therefore be expected to outperform those with 'low' employee engagement, all else being equal.”

RESEARCH METHODOLOGY

Descriptive research design is adopted for the study. The data required for the study has been collected from the questionnaire method (primary source). This study is based on survey conducted in TI Cycles Chennai. 100 samples were collected on convenient sampling method. The information related to their demography, and employee engagement in the organization were very much required to attain the

objective. To have a meaningful analysis and interpretation of various data collected correlation, ANOVA and Chi-square made for this study.

CORRELATION ANALYSIS

Null hypothesis. (Ho)

There is no significant difference between necessary tools & resources required and training needed to the respondents.

Alternative hypothesis. (H1)

There is significant difference between necessary tools & resources required and training needed to the respondents.

Correlations:

		Tools & resource	Training needed
Tools & resource	&Pearson Correlation	1	.868**
	Sig. (2-tailed)		.000
	N	100	100
Training needed	Pearson Correlation	.868**	1
	Sig. (2-tailed)	.000	
	N	100	100

Correlation is significant at the 0.01 level (2-tailed).

Result:

There is significant difference between welfare measures of the organization and the motivational factors of an organization H1 accepted H0 rejected.

CHI-SQUARE TEST

Null hypothesis. (H0)

There is no significant difference between daily units finished and getting rewards for work.

Alternative hypothesis. (H1)

There is significant difference between daily units finished and getting rewards for work.

Test Statistics:

	Daily units finished	Getting rewards
Chi-square	54.800 ^a	32.720 ^a
df	3	3
Asymp. Sig.	.000	.000

a. 0 cells (.0%) have expected frequencies less than 5. The minimum expected cell frequency is 25.0.

Result:

There is no significant difference between qualification of the respondent and the opportunity of the growth at development. H1 rejected, H0 accepted.

ONE WAY ANOVA

Null hypothesis. (H0):

There is no significant difference between experience of the respondent and the personal growth.

Alternative hypothesis. (H1): There is significant difference between experience of the respondent and the personal growth.

Result:

There is significant difference between experience of the respondent and the facility provide by the organization H1 accepted H0 rejected.

ANOVA

Experience

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	147.924	4	36.981	191.807	.000
Within Groups	18.316	95	.193		
Total	166.240	99			

SUGGESTION

- Improve the training to decrease the lack of knowledge in work in workers.
- Overtime compensation can be given better to gain employee loyalty.
- Can conduct several engagement activities inside the organization.
- The superiors can treat their subordinates even better, by having good communication, being calm with their subordinates when they do mistakes.

CONCLUSION

The study on Employee engagement activities at TI CYCLES OF INDIA reveals that the engagement and job performance level of employees are Good.

Serious consideration and review of these factors by the management may help in making certain improvements in these areas. Actions taken on the same could lead to an increased level of morale, loyalty, productivity, engagement, job efficiency among employees in the organization.

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