EMPLOYEE ENGAGEMENT AND ITS IMPACT ON ORGANIZATIONAL SUCCESS - A STUDY IN COGZIDEL TECHNOLOGIES, MADURAI

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ABSTRACT

Employee engagement is the burning topic for any company during the globalized era. Engaged employees incline to contribute more of organizational productivity. It also supports in maintaining a higher level of commitment. Employee Engagement is the level of employee's commitment and participation towards their organization and its values. The organizational success depends on employee's productivity which is accelerated through employee's commitment towards his organisation. This paper is attempted to analyze the relevance of engaged employees for the growth and development of organisation and its success. This paper makes an attempt to study the different dimensions of employee engagement with the help of review of literature. This can be used to provide an overview and references on some of the conceptual and practical work undertaken in the area of the employee engagement practices in a manufacturing company in India. In this study in a manufacturing company, the factors contributing towards productivity and its overall impact on the organisation is measured through the data collected by way of questionnaire. The main objective of the study was to analyze and interpret the impact of employee engagement on success of the company using both primary, secondary data. The study uses the 6 Cs of employee engagement out of 10 Cs defined by Gambler (2007) to measure employee engagement with suggestive conclusions.
Keywords: Employees, engagement, performance, satisfaction, relationships.

INTRODUCTION

Employee Engagement is the devotion, passion of employees and effective leadership skills with support from the top management to the employees. Human resource leaders set the drive and creed of their company and spread that positive morale to the employees in the company.A review of the article based on the 10 C"s for employee engagement by the author, George Ambler (2007) pulled the facts and highlights from the full story in the Ivey Business Journal and also summarized the explanation of the 10 C"s as follows:

1.Connect: Leaders should always show and make known that they value employees. Good employee engagement is only going to happen if employees feel positive and strong about their relationship with their boss. If they have a negative attitude towards their boss or feel that the boss has a negative attitude towards them, employee engagement is not going to happen.

2.Career: Management and leaders should provide work for their employees that's not only challenging but also meaningful work. They should also provide opportunities for career advancement. Most people want to look forward to a new challenge or job title. For example, management should establish goals that lead to career advancement and high rewards. If there are no such opportunities for some positions, they should be created. A simply visual description of a career ladder would illuminate this as well.

3.Clarity: Leaders must communicate a clear vision. Communication is always important in any relationship. The clearer a leader or manager is about what they want from the employee as well as the overall picture of how that job affects the company, the better. If 11 the employee doesn't have a clear vision of not only their job but also the goal of the company and its entire picture, there will be tension between employees and management as well as frustration.

4.Convey: Leaders need to clarify their expectations about employees and provide constructive feedback on their functioning in the organization and how that fits into the entire picture of the company.

5.Congratulate: Always make sure to give recognition to a job well done by an employee. Too often management and leaders focus on the negatives and mistakes of an employee and forget to congratulate them on a job well done.

6.Contribute: Leaders should make their employees feel important. An employee is going to be much more engaged if their manager asks their input on a job or function of the company. Let the employees feel like they are contributing to the company's success and its future.

7.Control: Employees need and value control over the flow and pace of their jobs. Leaders can create opportunities for employees to exercise this control. A feeling of "being in on things," and of being given opportunities to participate in decision making often reduces stress; it also creates trust and a culture where people want to take ownership of problems and their solutions.

8.Collaborate: Employees that work in teams typically have the trust and cooperation of their team members. These individuals will be overall better employees and outperform individuals and teams that don't have the trust and strength in work relationships. Team builders end up being great leaders because they bring everyone together and build a good team that has trust in each other. Team building should be stressed.

9.Credibility: Leaders should always strive to maintain a company's reputation and demonstrate high ethical standards. Once there is a lack of credibility or it gets out that a leader has been involved in some sketchy business, there is no order in the company. Employees and clients will not trust that manager and it will affect the image of the company severely.

10.Confidence: Excellent leaders help create and spread confidence throughout their company by being exemplars of high ethical and performance standards. If employees see their leader as a confident and ethical person, they will strive to be like their leader. (Ambler, 2007)

COMPANY PROFILE

Cogzidel Technologies Private Limited is a Private incorporated on 12 November 2009. It is classified as Non-govt company and is registered at Registrar of Companies, Chennai. Its authorized share capital is Rs. 100,000 and its paid up capital is Rs. 100,000. It is inolved in Other computer related activities [for example maintenance of websites of other firms/ creation of multimedia presentations for other firms etc.]

Cogzidel Technologies Private Limited is a young Technology company specializing in Web Development, Web Designing, Project Consulting,Cogzidel Technologies Private Limited's Annual General Meeting (AGM) was last held on 30 November 2021 and as per records from Ministry of Corporate Affairs (MCA), its balance sheet was last filed on 31 March 2021.

REVIEW OF LITERATURE

H. K. S. Laschinger and J. Finegan, Empowering nurses for work engagement and health in hospital settings, Journal of Nursing Administration, vol. 35, no. 10, pp. 439–449, 2005.

Employee empowerment has become an increasingly important factor in determining employee health and wellbeing in restructured healthcare settings. The authors tested a theoretical model which specified the relationships among structural empowerment, 6 areas of worklife that promote employee engagement, and staff nurses' physical and mental health. A predictive, non-experimental design was used to test the model in a random sample of staff nurses. The authors discuss their findings and the implication for nurse administrators.

H. K. S. Laschinger and M. P. Leiter, The impact of nursing work environments on patient safety outcomes: The mediating role of burnout engagement, Journal of Nursing Administration, vol. 36, no. 5, pp. 259–267, 2006.

To test a theoretical model of professional nurse work environments linking conditions for professional nursing practice to burnout and, subsequently, patient safety outcomes, The 2004 Institute of Medicine report raised serious concerns about the impact of hospital restructuring on nursing work environments and patient safety outcomes. Few studies have used a theoretical framework to study the nature of the relationships between nursing work environments and patient safety outcomes. Hospital-based nurses in Canada (N = 8,597) completed measures of work life (Practice Environment Scale of the Nursing Work Index), burnout (Maslach Burnout Inventory-Human Service Scale), and their report of frequency of adverse patient events. Structural equation modeling analysis supported an extension of Leiter and Laschinger's Nursing Worklife Model. Nursing leadership played a fundamental role in the quality of worklife regarding policy involvement, staffing levels, support for a nursing model of care (vs medical), and nurse/physician relationships.

G. Alessandria, L. Borgogni, W. B. Schaufeli, G. V. Caprara, and C. Consiglio, ―From Positive Orientation to Job performance: The Role of Work Engagement and Self efficacy Beliefs, Journal of Happiness Studies, 2014.

This study aims to investigate the validity of a conceptual model that explains the mechanisms linking positive orientation (P-OR) to future job performance in a sample of 388 male security agents. The relationship between P-OR and job performance as rated by three supervisors,

each with different responsibilities with respect to the participants, was examined via the company's performance appraisal tool. In particular, this study investigated whether the relationship between P-OR and job performance is mediated by work engagement and moderated by levels of work self-efficacy beliefs.

OBJECTIVES OF THE STUDY

Based on the conceptual discussions made above the following objectives are framed for the successful conduct of this study.

1. To analyze the Employee Engagement practices in Cogzidel Technologies, Madurai.
2. To find out the Satisfaction level of the employees with the current system.
3. T analyze the effectiveness of the Employee Engagement
4. To determine the problems and solutions provided by Cogzidel Technologies during the gap between different departments by creating an alignment through fun activities.
5. To find the Employee Engagement status in Cogzidel Technologies and improvements required for improving the already implemented policies..

ABOUT THE STUDY

The study has been conducted to identifying the current level of employee engagement and thework related aspects whichneeds to be improved for the purpose of employee engagement. The present research will help leaders to highlight the areas for improvement in human resource management. The results of the research will help to give specific recommendations to the company regarding engaged employee in human resource management which areas to pay more attention. The manufacturing Company brought about a paradigm shift in the Indian watch market when it introduced its futuristic quartz technology, complemented by international styling. It continues to grow and set new standards for innovation and quality.

HYPOTHESES OF THE STUDY

It means tentative generalization of the validity of which remains the tested. In short it deals with certain assumptions made in the study.

1. Null Hypothesis: A hypothesis which assumes that there is no significant difference between sample statistics and population parameter is called null hypothesis. It is denoted by Ho
2. Alternative Hypothesis: A hypothesis which assumes that there is a significant difference between sample statistics and population parameter is called alternative hypothesis. It is denoted by H1

RESEARCH DESIGN AND METHODOLOGY

The sample size for this research is 100.Questionnaire is used as the tool for data collection. Questionnaire is a self-report data collection instrument that each research participant fills out as part of a research study. Primary and Secondary both sources are used for data collection in this study. The aim of this study is to find the employee engagement and its impact in manufacturing sectors.

DATA COLLECTION METHODS

Primary Data

Primary data is the data that is collected by researchers themselves during their own research using research tools such as experiments, survey questionnaires, interviews, and observation. In this study the primary data were collected from the employees of AKR Industry, Trichy through questionnaire.

Secondary Data

The Secondary data is the data that are gathered from the studies, surveys, or experiments that have been run by other people or for another research. In this study the secondary data were collected from books, journals, and websites.
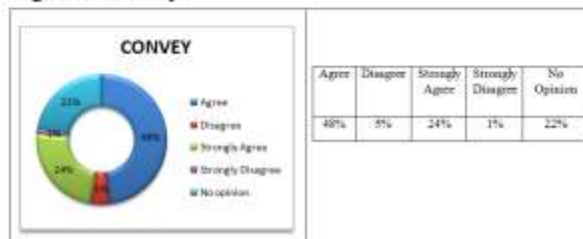
DATA ANALYSIS

	Agree	Disagree	Strongly Agree	Strongly Disagree	No Opinion
	46%	11%	29%	1%	13%
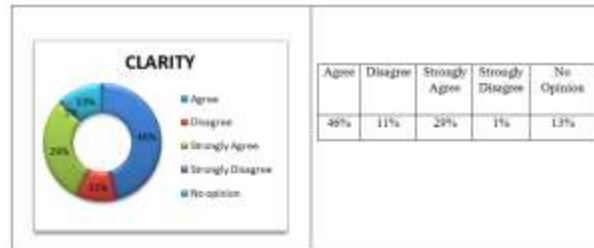
Graph 1: Response of employees with regards Clarity

Response of employees with regards **Confidence**.

	Agree	Disagree	Strongly Agree	Strongly Disagree	No Opinion
	47%	5%	24%	2%	21%
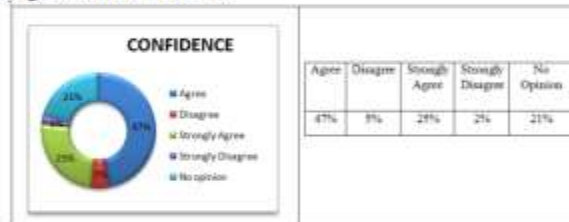
Graph 2: Response of employees with regards Confidence

Response of employees with regards **Convey**.

	Agree	Disagree	Strongly Agree	Strongly Disagree	No Opinion
	48%	5%	24%	1%	22%

Graph 3: Response of employees with regards Convey.

Descriptive Statistics

This chapter deals with the descriptive and statistical analysis of the primary data collected from the employee who working in the organization. The hypotheses drawn by the researcher are confirmed with the support of statistical tools and results are inferred.

Percentage analysis is a simple statistical instrument which is widely used in analysis and interpretation of primary data. It deals with the number of Respondents' reply to a questionnaire in percentage attained from the total population nominated for the study. It is one of the simple forms of analysis which helps the researcher to realize the outcome of the research. It is normally

used for inferring the results in quantitative terms. In this study, percentage analysis was used to measure the percentage of demographic profile of those employees who participated in the study on various aspects.

CONCLUSION

This article is basically individual work responses taken from employees in manufacturing companies. We have observed that, the current level of employee engagement and thework related aspects need to be improved for the purpose of effective employee engagement. But we found through our survey and analysis the employees are having different opinion and confidence. We also found through our 6 Cs parameters like

i)   Clarity
ii)   Confidence
iii)   Convey
iv)   Connect
v)   Credibility and
vi)   Career, the employees are agreed with these parameters to improve the purpose of effective employee engagement in manufacturing companies..

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