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EMPLOYEE ENGAGEMENT AND ITS IMPACT ON ORGANIZATIONAL PERFORMANCE IN MULTINATIONAL CORPORATIONS IN PUNE DISTRICT- TATA MOTORS LTD

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Abstract:

The good human resource development climate and high level of job satisfaction plays important role in organizational effectiveness. The major success of the business organization is its organizational performance, which includes ability to effectively implement strategies to achieve organizational objectives. The organizational achievements basically depends on employee's performance, which comes from the engagement of employees. For analyzing the impact of employee engagement towards the organizational performance primary as well as secondary data has been used. Primary data has been collected through questioner from the officers as well as workers from the Tata Motors Ltd Pune.

Keywords: Employee engagement, organization performance.

Introduction:

Each and every organization must create an environment that encourages employees to naturally want to be involved in and care deeply about their tasks. If such organizations want high levels of involvement, motivation, trust, commitment, and empowerment, need to invest their inputs in improving employee communication. For the purpose of creating effective engagement and communication as an organization focused on the value of their employee experience. The employee experience affects everything from employee engagement and productivity to the customer experience. In today's globalized business world each and every organization is giving there more attention to the updates of employee engagement. Now it's mandatory because of existing employee retention, employee satisfaction, good relation etc. Employee engagement contributes much in organizational performance as well as organizational success and organizational achievements.

Employee Engagement

Employee engagement is one of the most crucial indicators in analyzing work satisfaction. Today's Employees want to participate in their work, are enthusiastic about the organization they work for, have a sense of belonging, and be afforded flexibility around schedules and location. Belongingness is the top of the most recent factor that increasing a sense of belonging in the workforce is important to organizational success. If employees are well engaged, they are more likely to invest in the work they do which impacts to a higher quality of work produced.

Employee engagement is a wide construct that touches overall parts of human resource management facets. If each and every part of human resources is not considered in an appropriate manner, employees fail to fully participate in their task in the response to such kind of mismanagement. The construct of employee engagement is built on the foundation of earlier concepts like job satisfaction, employee commitment and organizational citizenship behaviour.

Robinson defines "Employee engagement as a positive attitude held by the employee towards the organization and its value. An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organization."

Organization performance

The organization is an entity such as a company, an institution, or an association comprising one or more people and having common objective.

Performance is nothing but the action or process of performing a task or function seen in terms of how successfully it is





performed. Organizational performance means analyzing an organizations performance against its preset objectives and goals. In other words, organizational performance comprises real results or outputs compared with intended outputs. Organizational performance assessment is a systematic process for obtaining valid information about the performance of an organization and the factors that affect performance.

Organizational performance can be measured in terms of productivity and profitability.

Tata Motors Ltd

Tata Motors is a big Indian multinational automotive manufacturing company established in the year 1945, by Jehangir Ratanji Dadabhoy Tata as known as JRD Tata. Tata Motors headquartered is in Mumbai, Tata Motors has auto manufacturing and assembly plants in Jamshedpur, Pantnagar, Lucknow, Sanand, Dharwad, and Pune in India, and it has a research and development centre in Pune.

There are many types of vehicle manufacturing by Tata Motors, that are Commercial vehicles, Military vehicles, Electric vehicles, Notable vehicles, and Tata Motors also has a joint venture with many automobile companies some of them is Marcopolo, Fiat, Hitachi.

The Pune facility of Tata Motors is located in the Pimpri-Chinchwad industrial belt of Maharashtra. The state-of-the-art R&D centre in this facility sets the benchmark for automotive research and development in India. The Pune facility also houses some of the best manufacturing facilities in the automotive industry; for example, its Product Engineering Division has one of the biggest and the most versatile tool-making divisions in the country. The most versatile of Tata Motors' manufacturing plants, the Pune facility is a full-range supplier of both commercial and passenger vehicles. Tata Motors' passenger vehicles plant in Pune is one of the most advanced manufacturing facilities in India. With two flexible assembly lines, the plant has a capacity of producing 1,000 cars per day, working on a double shift. The facility has introduced many popular models like Indica, Indigo, Marina, Vista Manza, Zest, Bolt, and Nexon.

Highlights

The first commercial vehicle that rolled out from Pune plant was in 1977

The first passenger vehicle that rolled out from Pune plant was in 1998 (Indica)

Objectives of the Study

1. To study the level of employee engagement in selected multinational companies.
2. To analyze the impact of employee engagement on the organizations' performance.

Research Hypotheses

This study will test the following hypotheses:

"There is a significant relationship between employee engagement and productivity of the organization."

Research Methodology

Area of study: The area of study is Tata Motors Ltd

Research instrument: Structured questionnaire for both officers as well as workers.

Sample size: 100 respondents (workers 78 and officers 22)

Sampling Technique: Simple Random Sampling Technique

Data Collection: The Primary Data has been collected through a questionnaire and interviews and the Secondary Data has been collected with the help of journals, magazines, books and the internet.

Analysis of Data: Once the data has been collected through a questionnaire and interview then the simplest and most revealing device for summarizing data is the statistical table. A table will be a systematic arrangement of data in columns and rows. The purpose of a table will be to simplify the presentation and to facilitate results.

Data analysis & inference



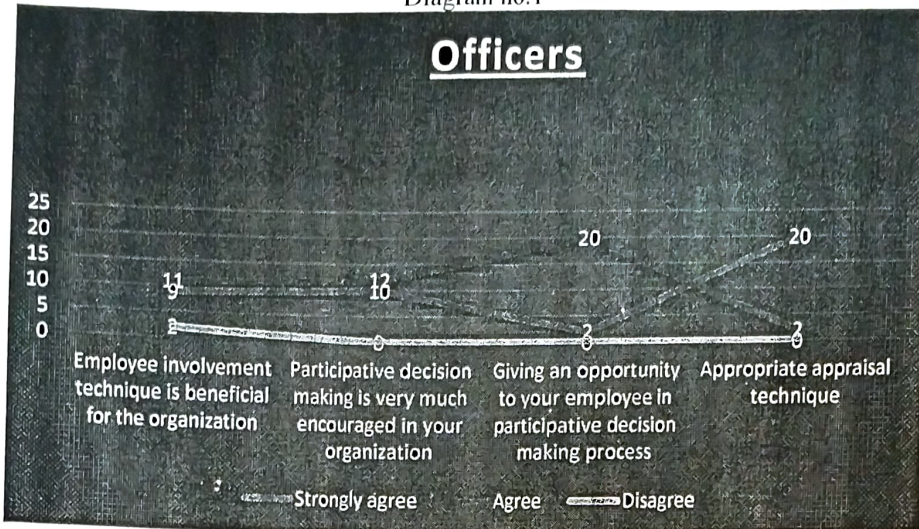


Table No. I Data analysis & inference

Particulars (Questions related to officers and workers)	Categories	Number respondents	of	Percentage
Officers Whether employee involvement technique is beneficial for the organization?	A) Strongly agree	09		40.9%
	B) Agree	11		50%
	C) Disagree	02		9.1%
Participative decision making is very much encouraged in your organization?	A) Strongly agree	10		45.45%
	B) Agree	12		54.5%
	C) Disagree	00		0%
Are you giving an opportunity to your employee in participative decision making process?	A) Strongly agree	02		9.09%
	B) Agree	20		90.90%
	C) Disagree	00		00%
Your organization is following an appropriate appraisal technique, it's really transparent and fair?	A) Strongly agree	20		90.90%
	B) Agree	02		9.09%
	C) Disagree	00		0%
Workers Are you really having a positive and strong relationship with your boss?	A) Disagree	02		2.56%
	B) Strongly agree	16		20.51%
	C) Agree	60		76.92%
Are you getting opportunities for your career advancement as well as new challenges towards job title?	A) Disagree	07		8.97%
	B) Strongly agree	16		20.51%
	C) Agree	55		70.51%
Are you aware about the link between engagement, employee performance and business outcomes?	A) Disagree	02		2.56%
	B) Strongly agree	16		20.51%
	C) Agree	60		76.92%
Pay and benefits are really enhancing the engagement level of the employee?	A) Disagree	00		00
	B) Strongly agree	06		7.69%
	C) Agree	72		92.3%

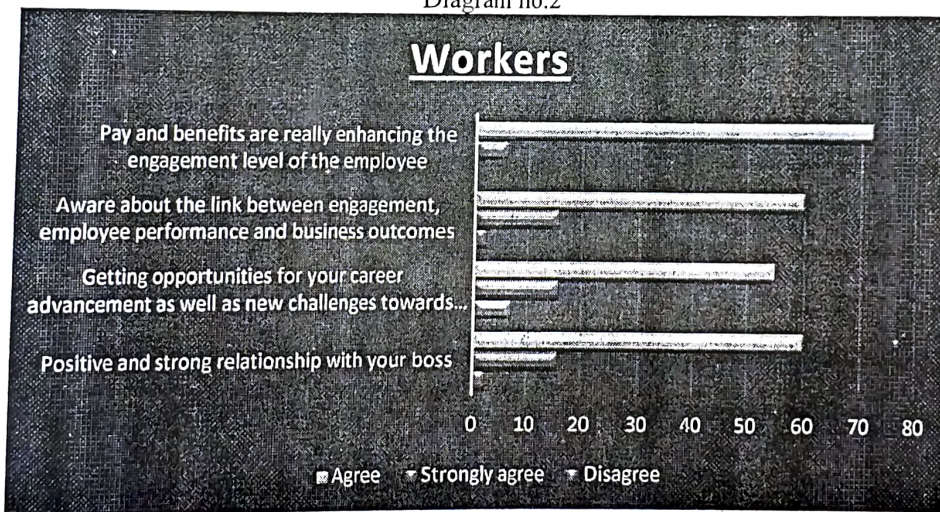


Diagram no.1



As per the above framed diagram no.1 50% of the officers were agreed about the employee involvement technique is beneficial for the organization. 40.9% of the officers were strongly agreed about the same. 9.1% of the respondent officers disagreed about the same. In the case of participative decision making is really very much beneficial for the development of the organization. 54.5% of the officers were agreed about the same statement. 45.45% of the respondent officers were strongly agreed about the same and not a single officer disagreed about the same. 90.90% of the officers agreed that their management is giving an opportunity to their employees in the participative decision-making process. 9.09% of the officers were strongly agreed about the same. In case of the employee appraisal technique, 90.90% of the officers were strongly agreed that their organization are using transparent and fair employee appraisal technique. 9.09% of the officers were strongly agreed about the same.

Diagram no.2



As per the constructed diagram me no.2 76.92% of the workers agreed that they have a positive and strong relationship with their boss. 20.51% of the workers were strongly agreed about the same. The 2.56% respondent workers were disagreed about the same. Opportunities for workers career advancement and new challenges towards their job title, 70.51% of respondent workers were agreed that they are getting opportunities for their career advancement as well as new challenges towards their job title. 8.97% workers were disagreed about the same and 20.51% of the respondents were strongly agreed about the same





statement. In case of the link between workers engagement, performance and finally on business outcomes. 76.92% of the workers agreed that they were aware about the same interlink within the organization. 20.51% of the workers were strongly agreed about the same and only 2.56% of the workers disagreed about the same. When we asked about the pay and benefits 92.3% of the workers argued that pay and other benefits are really enhancing their engagement level. 7.69% of workers were strongly agreed about the same and none of the workers were disagreed about the same.

Verification of hypothesis

The hypothesis formulated for the purpose of the study has been verified in the following manner.

H1 - There is a significant relationship between employee engagement and the productivity of the organization.

As per the general observation of the researcher and his interpretation of data collected it has been found out that there is significant relationship between employee engagement and productivity of the Tata Motors Ltd engineering Group of the manufacturing company.

Hence the hypothesis of the study has been verified positively.

Suggestions

1. Good employee engagement is only going to happen if employees feel positive and strong about their relationship with the 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. Management should provide opportunities to their workers for career advancements well as new challenges. Most people want to look forward to new challenges or job titles. Management should establish goals that lead to career advancement and high rewards. If there are no such opportunities for some position, they should be created.
3. Officers must communicate a clear vision. Communication is always important in any relationship. The clearer a manager is about what they want from the employee as well as the overall picture of how that job affects the company, the better.
4. 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.
5. Excellent managers or officers help create and spread confidence throughout their company by being of ethical and performance standards. If employees see their leaders as confident and ethical people, they will strive to be like their managers.
6. An organization should have proper salary systems in place so as to motivate the employees to work in the firm. So as to enhance the engagement level the employee has to be provided with specific compensation and benefits.
7. Evaluation of the employee is also plays important role in the engagement level of an employee. An organization should follow an appropriate appraisal technique, known to be unbiased and transparent.

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