

Employee Engagement: A Study of Ashok Iron Works, Plant – III, Belgaum.**Dr. Uma M.H.****Associate Professor,****BET's Global Business School, Belgaum.****Abstract**

Over the years one of the toughest challenges confronting the CEO's, HR Professionals and business leaders of many organization, has been – how to ensure that every day when their employees check in, they work not only just physically but also mentally and emotionally. In short are they truly engaged? This paper makes an attempt to find out the effectiveness of various ways or methods adopted by AIW-III for keeping the Employees Engaged in their work and thus achieve both individual and organizational goals. The research being descriptive uses the structured questionnaire covering the questions on Job, the Relationship, Training, Performance Management System, Reward and Recognition and Health and Safety Policy. The data was analyzed systematically using SPSS software. One sample t-test was used to test the Hypothesis. The current employee engagement level in AIW III is positive but still it is not 100% which means there are employees whose engagement level is not good making them disengaged. The employees in AIW III can be engaged by both the ways i.e. through financial ways and non- financial ways.

Key words: Employee Engagement, Job Performance, Performance Management System, Reward and Recognition, and Employee productivity.

Introduction

Engagement at work was conceptualized by Kahn (1990) as the 'harnessing of organizational members themselves to their work roles. In engagement people employ and express themselves physically, cognitively and emotionally during role performance.

Employee Engagement essentially depicts our connection to our work, our organization, our customers, our efforts and to the results. In any study involving employee engagement the three aspects which are:

- i) Employees as unique entities in terms of their skills, abilities, attitudes and aspirations.
- ii) Employers in their role to create condition of Engagement.
- iii) Relationship, trust and communication between Employees across levels.

Engagement differs from Job involvement as it is concerned more with how an individual employee views himself/herself during the performance of his / her job. An engaged employee is a person who is fully involved in, and enthusiastic about his or her work. Truly engaged employees are attracted to, and inspired by their work ("I want to do this"), committed ("I am dedicated to the success of what I am doing"), and fascinated ("I Love what I am doing").

There is a need to study the level of Employee Engagement in the Organization and to find the effectiveness of various ways or methods adopted by AIW III for keeping the Employees Engaged in their work and thus achieve both individual and organizational goal".

Objectives of the study

- To study the level of Employee Engagement in the organization..
- To find out whether there is any relation between Employee Engagement and the overall productivity of the organization.
- To study the effectiveness of drivers of Employee Engagement.
- To know the relationship between role played by the Job of an Employee and the level of Engagement.
- To understand the importance of Employee Engagement in the current scenario.

Research Methodology

Research Design

The research is descriptive in nature. A systematic Questionnaire was prepared where the participants were asked to select the option which they felt best suits their opinion. 5 point Likert Scale was used as the rating scale of the Questionnaire. The questionnaire was divided into 6 sections covering the questions on Job, the Relationship, Training, Performance Management System, Reward and Recognition and Health and Safety Policy. The questionnaire was distributed systematically in various

departments covering the entire AIW III. The filled questionnaire was collected and the data was analyzed systematically using SPSS software. One sample t-test was used to test the Hypothesis.

Sample Design

Population: 586

Sample Size:

Categories of Employees in AIW - III

- Management Staff are 88 and sample taken from management staff was 69 which was on random basis.
- Permanent Employees are 15 and sample taken from Permanent Worker was 11 which was on random basis.
- Contract workers are 483 and sample taken from Contract Employees was 70 which was on random basis.
- Total samples were 152 out of population size 586.

Data Sources

Primary Data:

- Firsthand information was collected using Questionnaire.
- One on one interaction with the General Manager, Human Resource department, HOD's of various Departments.
- Information collected by the interaction with the Employees.

Secondary data:

- Information from Company website.
- Information from Records of the Organization.

Hypothesis

H0: The jobs at AIW III do not provide opportunity for independent thought and action.

H1: The jobs at AIW III do provide opportunity for Independent thought and action.

H0: The training provided at AIW III does not help to improve the Job Performance of the employees.

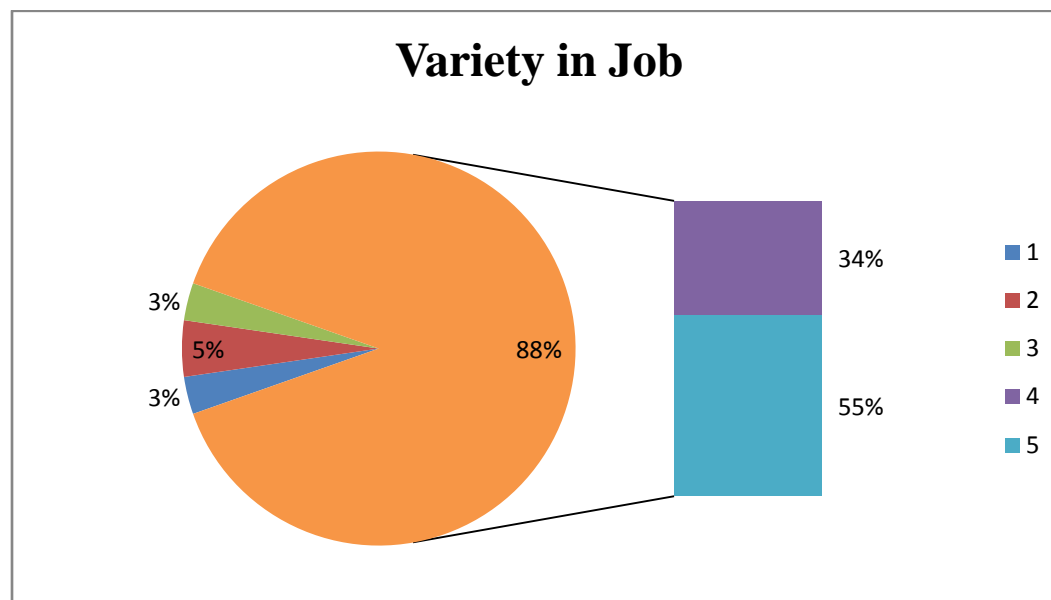
H1: The Training provided at AIW III helps to improve the Job Performance of the Employees.

H0: The current pay system in AIW III does not have positive effect on employee productivity.

H1: The current pay system in AIW III has positive effect on employee productivity.

DATA ANALYSIS**1. Variety in job**

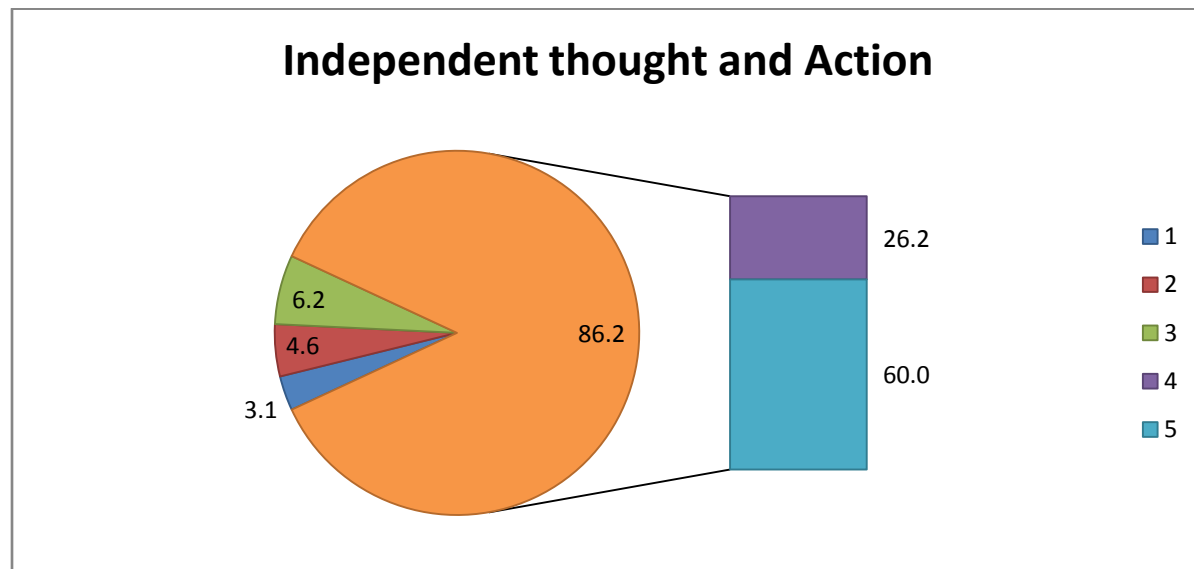
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	4	3.1	3.1	3.1
	SD	6	4.6	4.6	7.7
	N	4	3.1	3.1	10.8
	SA	45	34.6	34.6	45.4
	A	71	54.6	54.6	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 89% is covered by the respondents who agree that their job provides variety. It shows the positive side which states that the jobs in AIW III have lot of variety. About 8% of the employees do not agree that their job provides lot of variety. Though this 8% of the chart is minor part it includes the employees of the organization who say that they do the same work every day which results in monotony and boredom that increases the dissatisfaction level of the employees leaving behind a disengaged workforce.

2. Independent thought and action

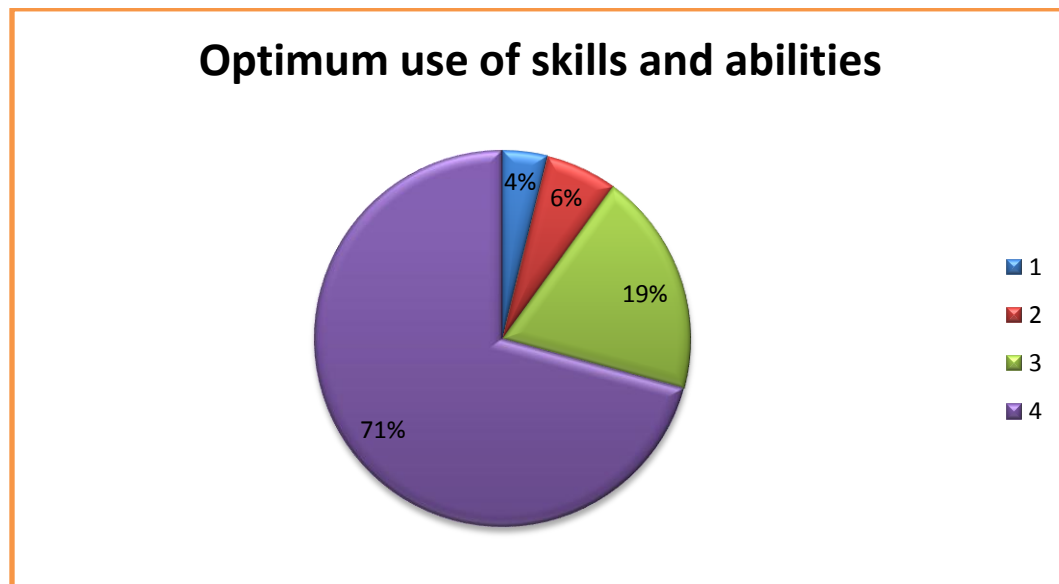
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	4	3.1	3.1	3.1
	SD	6	4.6	4.6	7.7
	N	8	6.2	6.2	13.8
	SA	34	26.2	26.2	40.0
	A	78	60.0	60.0	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e., 86.2% of the chart covered by the respondents who agree that they have an opportunity for independent thought and action which is a positive side of the response. It means the jobs in AIW III provide opportunity for independent thought and action. 8% of the employees do not agree that their job provides opportunity for independent thought and action. Though this 8% is a minor part it consists of the employees who say that they do not have the opportunity to take their own decisions because of which their abilities get suppressed and the employees lack interest in exposing their abilities that leaves behind a disengaged workforce.

3. Optimum use of skills and abilities

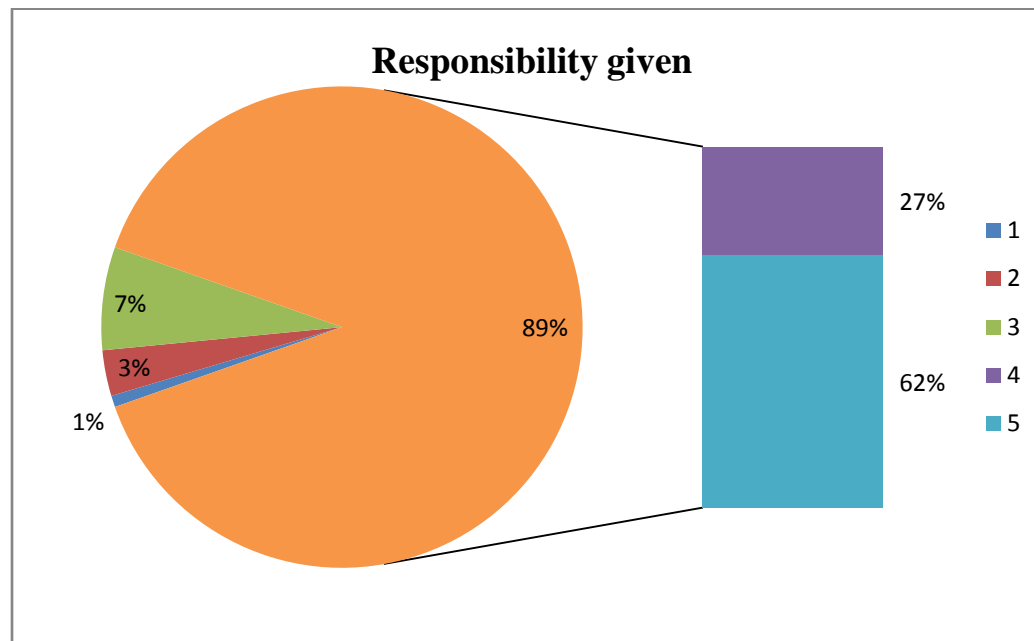
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	5	3.8	3.8	3.8
	N	8	6.2	6.2	10.0
	SA	25	19.2	19.2	29.2
	A	92	70.8	70.8	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 71% is covered by the respondents who agree that their job makes the best use of skills and abilities that they have and this tend towards positive side stating the jobs in AIW III makes the best use of skills and abilities the employees have. 10% of the employees do not agree that the jobs in AIW III make the best use of skills and abilities they have. Though this 10% may be a minor part it consists of the employees who say that they have the potentialities but the organization does not make use of those skills because of which their satisfaction level decreases which leads to the disengaged workforce.

4. Responsibility given

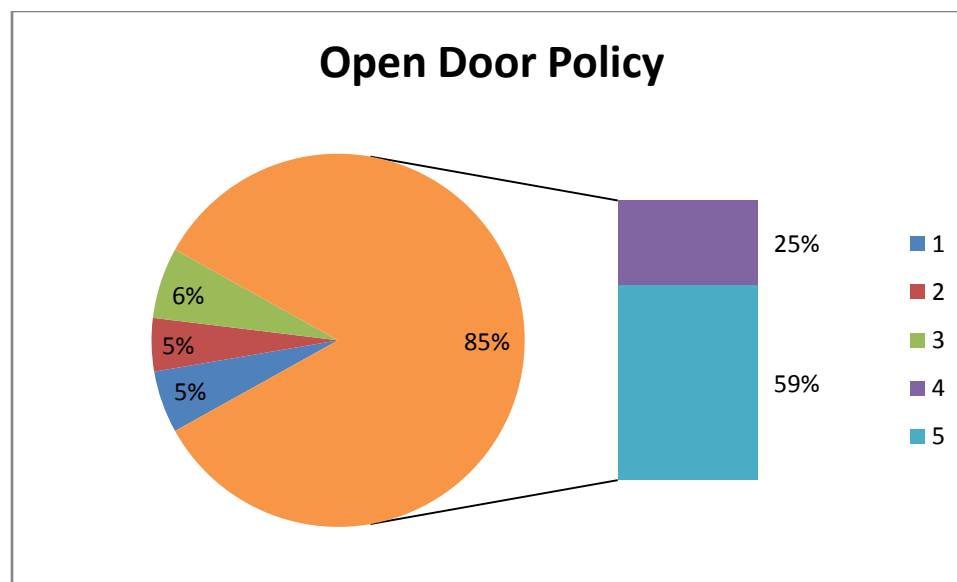
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	1	.8	.8	.8
	SD	4	3.1	3.1	3.8
	N	9	6.9	6.9	10.8
	SA	35	26.9	26.9	37.7
	A	81	62.3	62.3	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 89% is covered by the respondents who agree that their job has given responsibility since they have started, which tend towards the positive side stating that they are given responsibilities since they have started. 4% of the employees do not agree that they are given responsibilities since they have started. Though this 4% may be a minor part, it consists of the employees who say that they are not given any responsibility because of which they feel that they are not valued, as the result their morale goes down and they become disengaged.

5. Open Door policy

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	7	5.4	5.4	5.4
	SD	6	4.6	4.6	10.0
	N	8	6.2	6.2	16.2
	SA	33	25.4	25.4	41.5
	A	76	58.5	58.5	100.0
	Total	130	100.0	100.0	

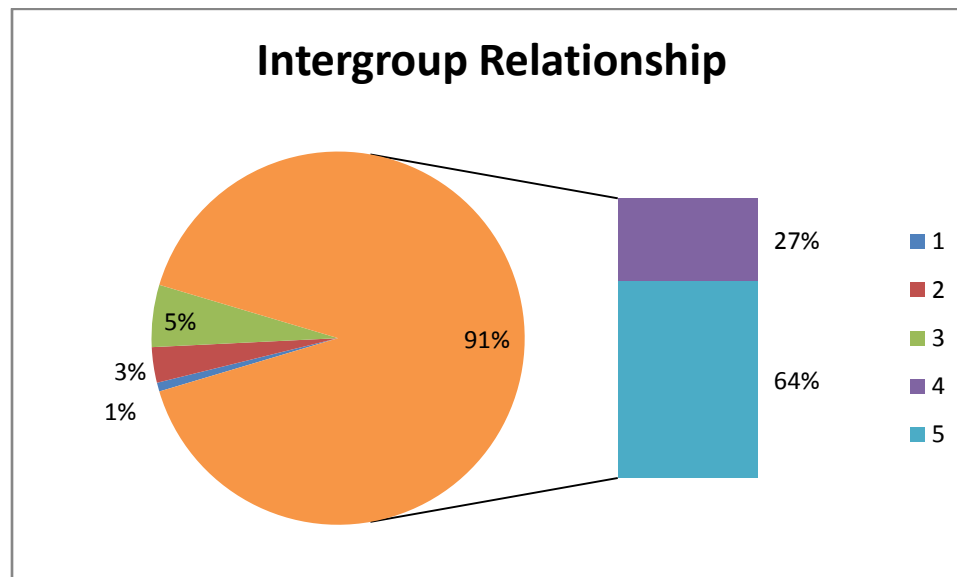


Interpretation:

The above chart implies that the major part of the chart i.e. 84 % is covered by the respondents who agree that AIW III has open door policy which tend towards positive side stating that AIW III has open door policy. 10% of the employees disagree saying that AIW III does not have open door policy. Though this 10% may be a minor part but it consists of the employees of the organization who say that they cannot approach the concerned person with authority whenever they want to solve the problems what they face because of which they are not able to concentrate on their work and they get disengaged.

6. Inter Group Relationship

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	1	.8	.8	.8
	SD	4	3.1	3.1	3.8
	N	7	5.4	5.4	9.2
	SA	35	26.9	26.9	36.2
	A	83	63.8	63.8	100.0
	Total	130	100.0	100.0	

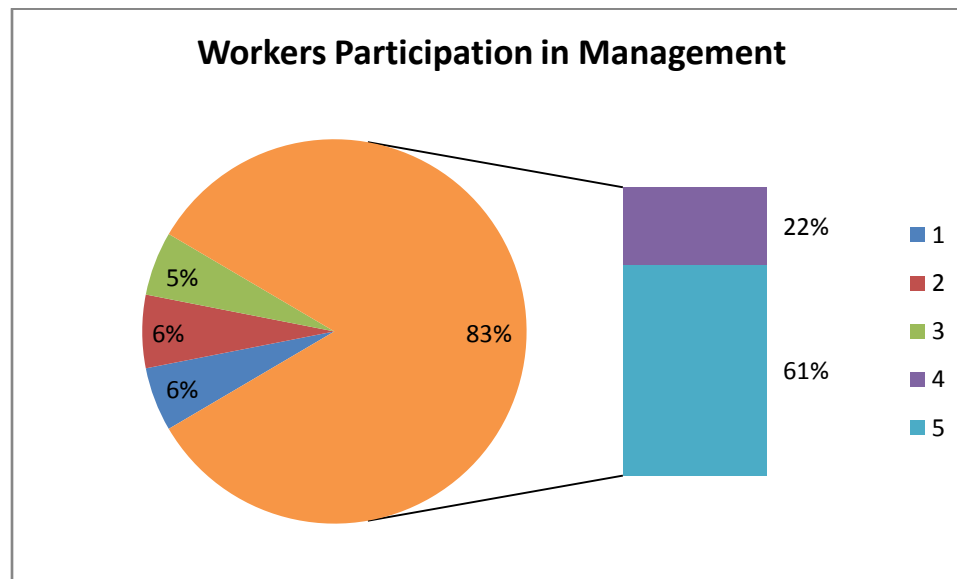


Interpretation:

The above chart implies that the major part of the chart i.e. 91% is covered by the respondents who agree that the intergroup relationship in AIW III is excellent which tend towards positive side stating that the intergroup relationship in AIW III is excellent. 6% of the employees disagree saying that the intergroup relationship is not excellent. Though it may be 6% it consists of the employees who say that the intergroup relationship is not good because of which they are not comfortable working in AIW III and as the result they become disengaged.

7. Workers Participation in Management

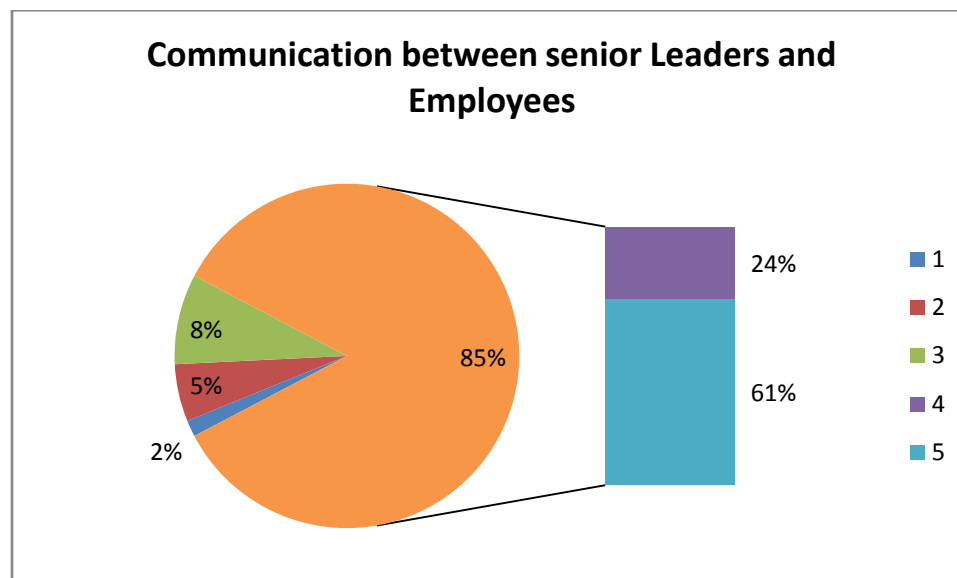
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	7	5.4	5.4	5.4
	SD	8	6.2	6.2	11.5
	N	7	5.4	5.4	16.9
	SA	29	22.3	22.3	39.2
	A	79	60.8	60.8	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 83% is covered by the respondents who agree that there is workers participation in management that tend towards positive side stating that there exists workers participation in management. 12% of the employees say that there is no workers participation in management. Though it may be 12% it consists of the employees who say that they are not involved in decision making and their voice and opinions does not have any value because of which their morale goes down and they become disengaged.

8. Communication between Senior Leaders and Employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	2	1.5	1.5	1.5
	SD	7	5.4	5.4	6.9
	N	11	8.5	8.5	15.4
	SA	31	23.8	23.8	39.2
	A	79	60.8	60.8	100.0
	Total	130	100.0	100.0	

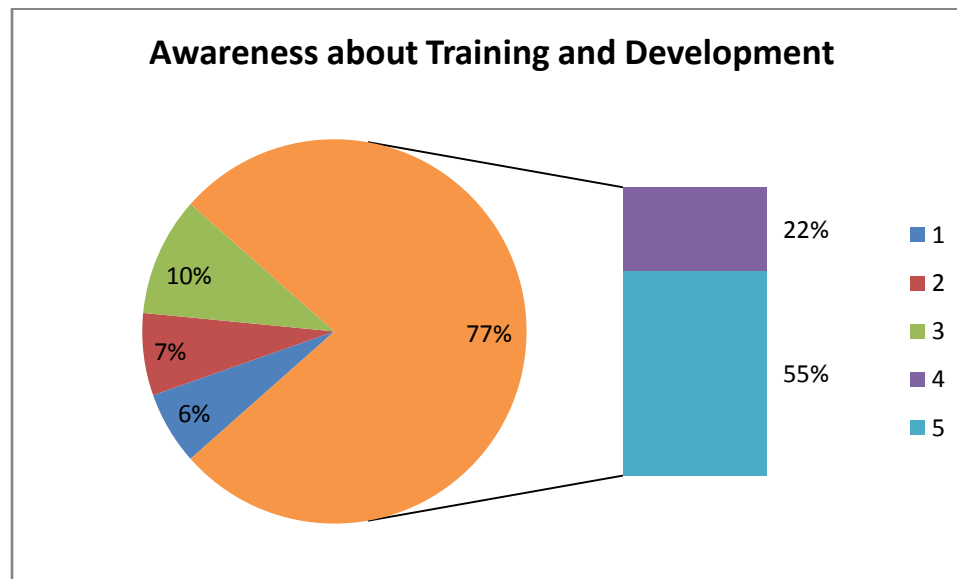


Interpretation:

The above chart implies that major part of the chart i.e. 85% is covered by the respondents who agree that the communication between Senior leaders and management is good in AIW III that tend towards positive side stating that the communication is good. 7% of the employee disagree that the communication is not good. Though it is only 7% it constitutes the employees who say that the senior leaders do not communicate properly because of which there exists ambiguity and they are not clear about what is communicated to them thus leaving behind disengaged workforce.

9. Awareness about Training and development activity

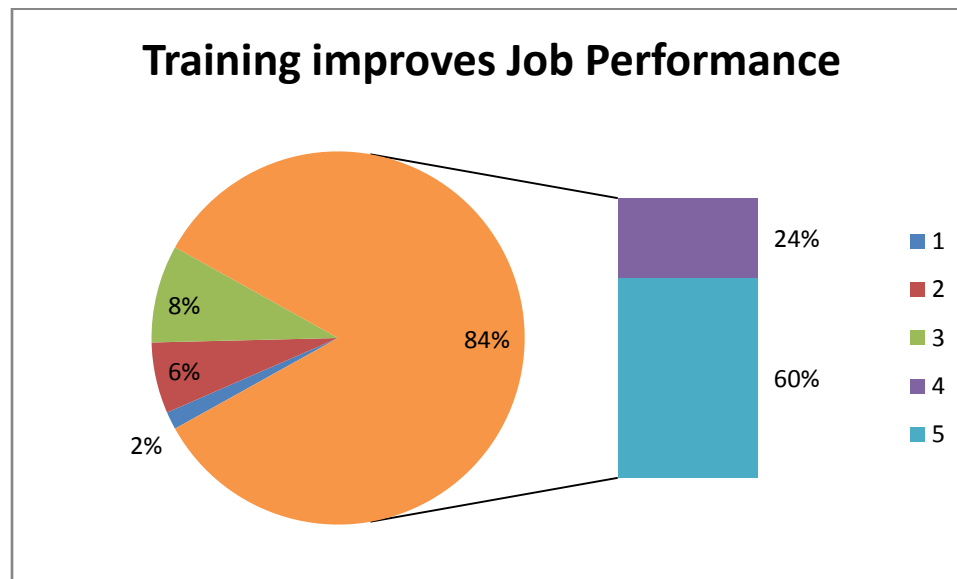
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	8	6.2	6.2	6.2
	SD	9	6.9	6.9	13.1
	N	13	10.0	10.0	23.1
	SA	29	22.3	22.3	45.4
	A	71	54.6	54.6	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 77% is covered by the respondents who agree that they are aware about the Training and Development activity in AIW III that tend towards positive side stating that the employees are aware about the Training and Development activities. 13% of the employees say that they are not aware about Training related activities. Though it is only 13% it consists of the employees who say that they are not informed about the Training and Development activities because of which they lack awareness and as a result they are de-motivated and become disengaged.

10. Training improves Job Performance

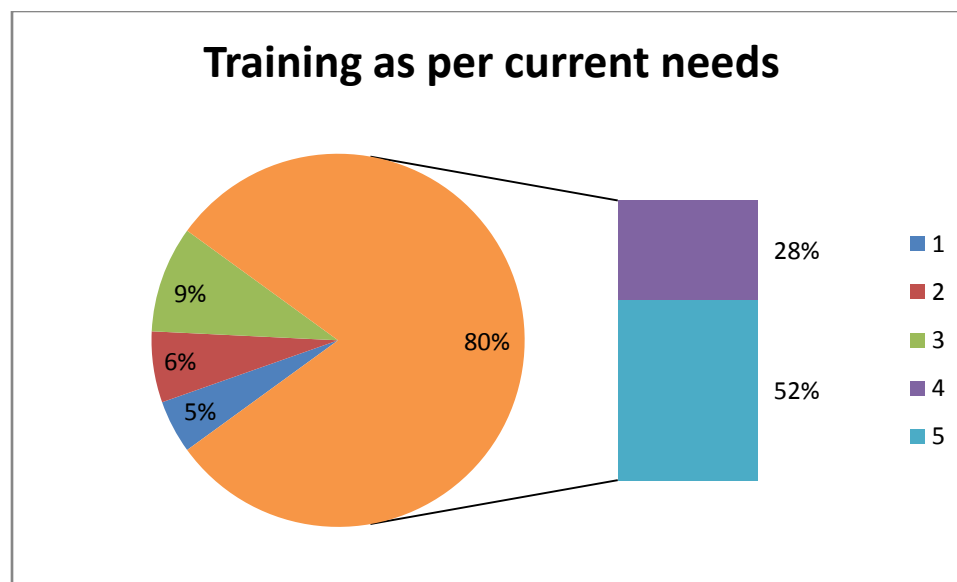
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	2	1.5	1.5	1.5
	SD	8	6.2	6.2	7.7
	N	11	8.5	8.5	16.2
	SA	31	23.8	23.8	40.0
	A	78	60.0	60.0	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 84% of the chart is covered by the respondents who agree that the Training improves the job performance that tend towards positive side stating that Training improves job performance. 8% of the employees disagree that Training does not improve the job performance. Though it is only 8% it consists of the employees who say that the Training is not related to their job and training is given only for name sake because of which they are not able to improve the skills and abilities and as the result they become disengaged.

11. Training as per Current needs

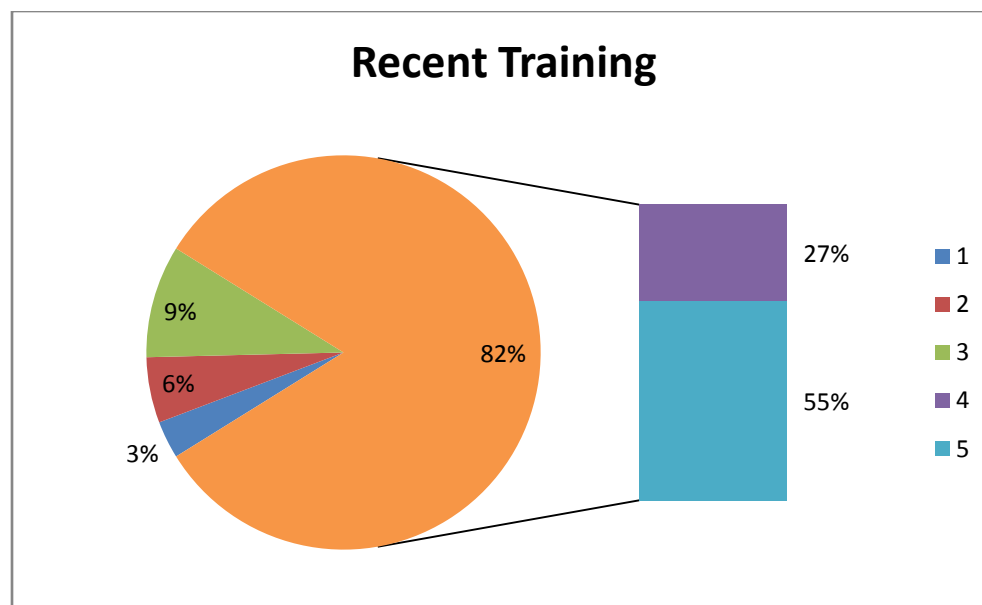
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	6	4.6	4.6	4.6
	SD	8	6.2	6.2	10.8
	N	12	9.2	9.2	20.0
	SA	37	28.5	28.5	48.5
	A	67	51.5	51.5	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 80% is covered by the respondents who agree that the training is given as per current need and this tend towards positive side stating that the training is given as per current need. 11% of the employees do not agree that the training is given as per current need. Though it is only 11% it consists of the employees who say that the training is only for name sake and it is not at all effective as the result the employees are not trained as per current need and the employees become disengaged.

12. Recent Training

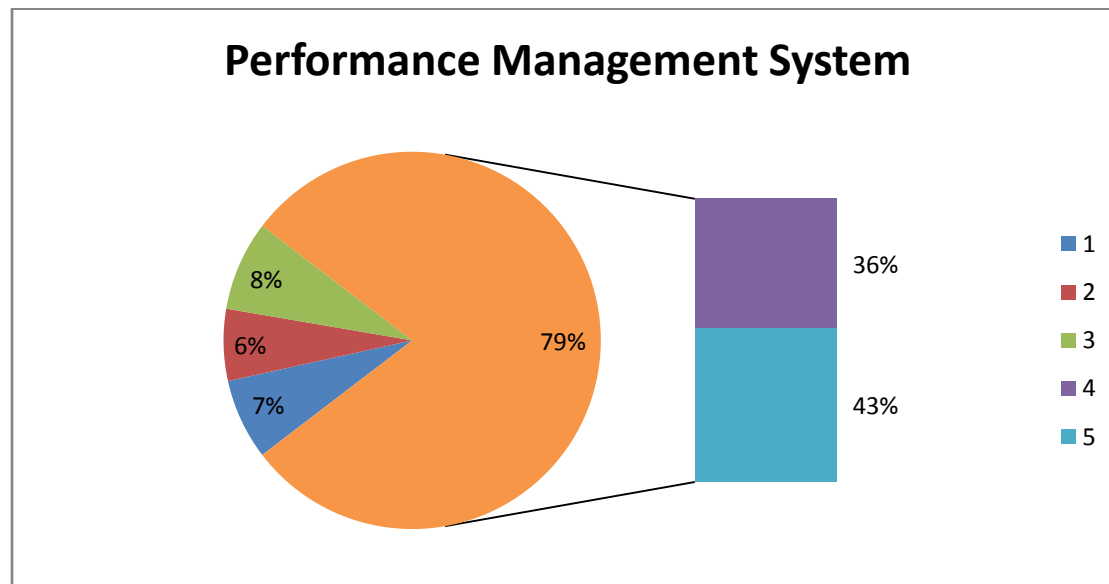
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	4	3.1	3.1	3.1
	SD	7	5.4	5.4	8.5
	N	12	9.2	9.2	17.7
	SA	35	26.9	26.9	44.6
	A	72	55.4	55.4	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 83% is covered by the respondents who agree that the recent training helped them to improve the job performance and this tends towards the positive side stating that the recent training helped them to improve their performance. 8% of the employees disagree that the recent training did not improve the job performance. Though it is only 8% it consists of the employees who say that the recent training was not up to the mark and was not effective because of which their job performance did not improve and as the result they become disengaged.

13. Performance management system

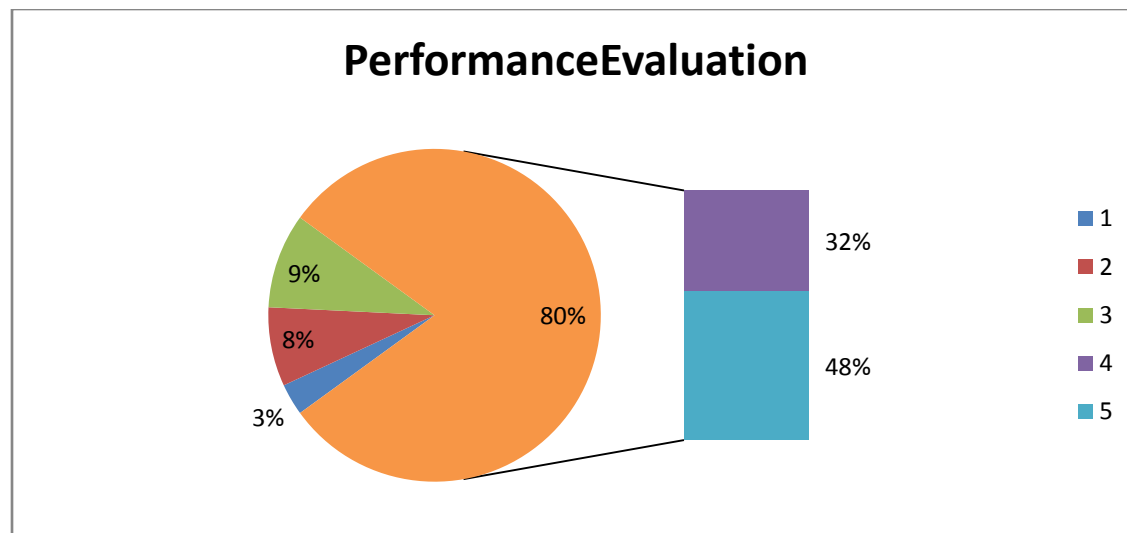
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	9	6.9	6.9	6.9
	SD	8	6.2	6.2	13.1
	N	10	7.7	7.7	20.8
	SA	47	36.2	36.2	56.9
	A	56	43.1	43.1	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 79% of the chart is covered by the respondents who agree that the performance management system in AIW is clearly defined and this which tends towards positive side stating that there exists well defined performance management system. 13% of the employee do not agree that there is well defined performance management system. Though it is only 13% it consists of the employees who say that the performance management system is not effective because of which they are not able to manage their performance effectively and as the result they become disengaged.

14. Performance evaluation

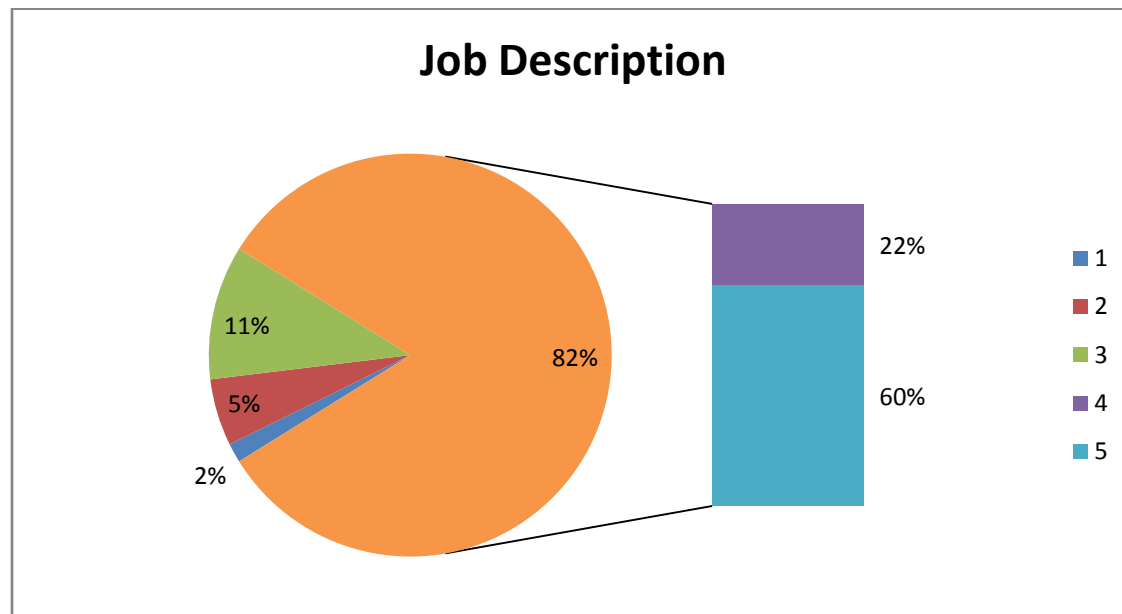
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	4	3.1	3.1	3.1
	SD	10	7.7	7.7	10.8
	N	12	9.2	9.2	20.0
	SA	42	32.3	32.3	52.3
	A	62	47.7	47.7	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 80% is covered by the respondents who agree that the factors facilitating and hindering the performance is taken into consideration while appraising the employees and this tend towards positive side stating that all the factors are considered while appraising the employees. 11% of the do not agree that such factors are not considered during performance evaluation. Though it is only 11% it consists of the employees who say that only the performance is considered. The factors facilitating and hindering are not considered because of which the reasons behind the non-performance is not taken care off. As the result the employees do not perform as they are not engaged in work.

15. Job Description

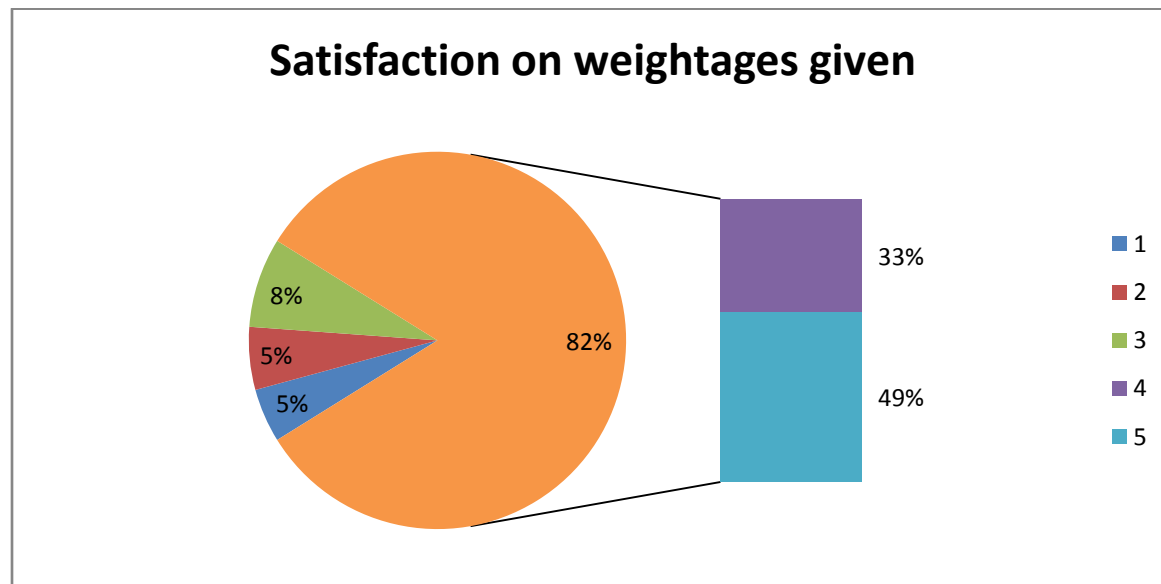
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	2	1.5	1.5	1.5
	SD	7	5.4	5.4	6.9
	N	14	10.8	10.8	17.7
	SA	29	22.3	22.3	40.0
	A	78	60.0	60.0	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 82% of the chart is covered by the respondents who agree that the job description clearly defines the key result area and this tend towards positive side stating that the job description clearly defines the key result area. 7% of the employees say that the job description does not define the key result area. Though it is only 7% it consists of the employees who say that the job description is not clearly defined and they are not aware about the expectation from them against which their performance is rated, as the result they become disengaged.

16. Satisfaction on weightings given

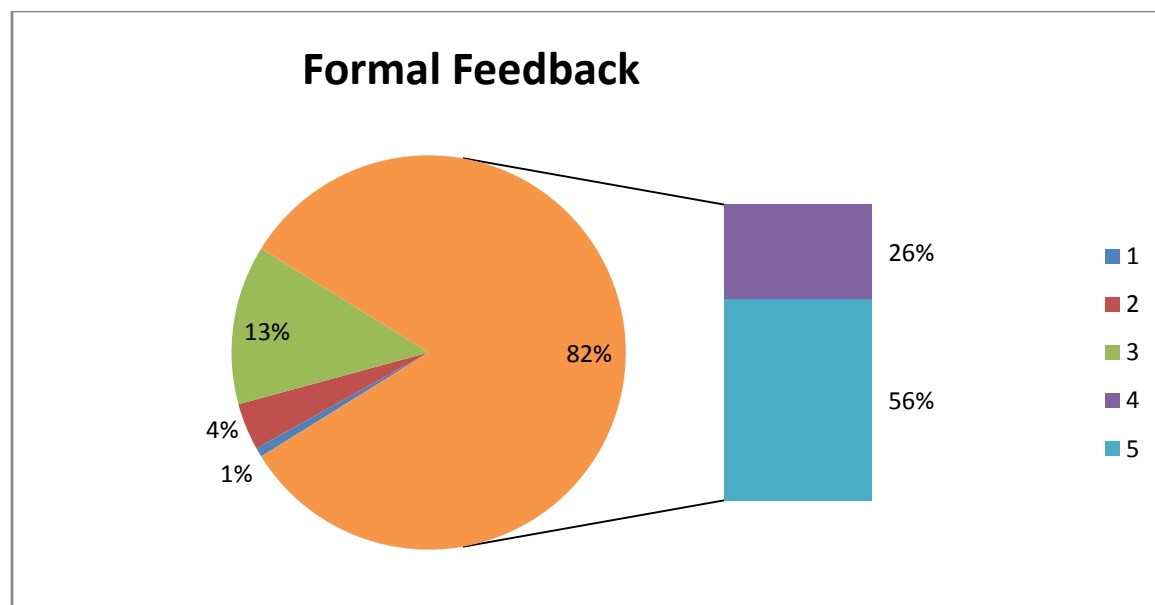
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	6	4.6	4.6	4.6
	SD	7	5.4	5.4	10.0
	N	10	7.7	7.7	17.7
	SA	43	33.1	33.1	50.8
	A	64	49.2	49.2	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 82% is covered by the respondents who agree that they are satisfied with the weightings given against each activity that they are supposed to perform in the specified period stating that they are satisfied with the weightings given. 10% of the employees are not satisfied with the weightings given. Though it is only 10% it consists of the employees who say that the weightings are not as per the performance. As the result employees are de-motivated and they become disengaged.

17. Formal Feedback

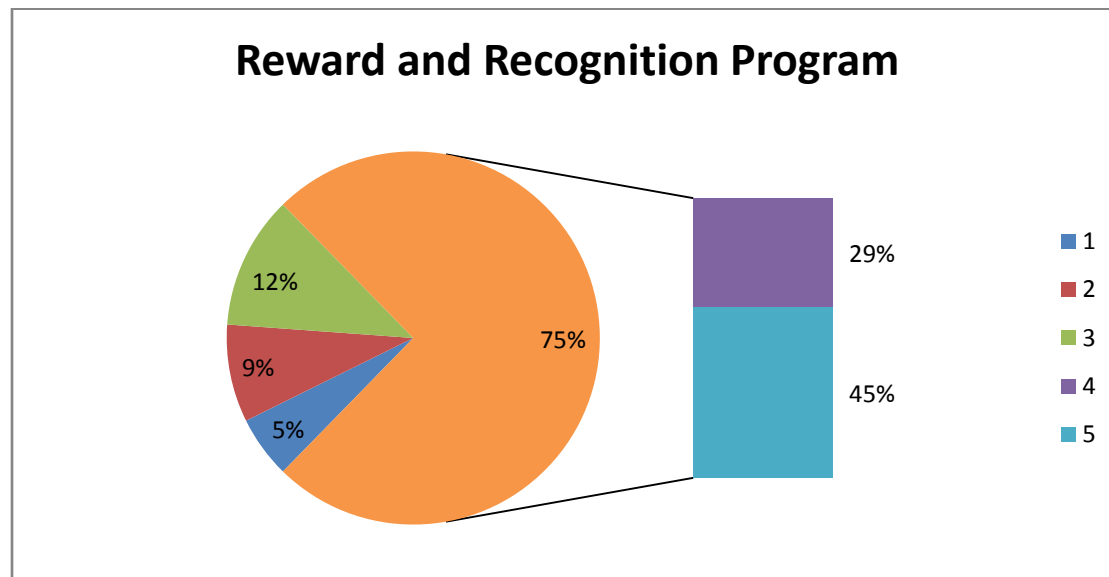
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	1	.8	.8	.8
	SD	5	3.8	3.8	4.6
	N	17	13.1	13.1	17.7
	SA	34	26.2	26.2	43.8
	A	73	56.2	56.2	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 82% is covered by the respondents who agree that they get formal feedback on their performance and this tend towards positive side stating that the employees get formal feedback in AIW III. 5% of the employees say that they do not get formal feedback. Though it is only 5% it consists of the employees who say that the feedback is not given in time and it doesn't any scope for improvement because of which these employees do not know how they are performing. As the result their engagement towards their job goes down.

18. Reward and Recognition

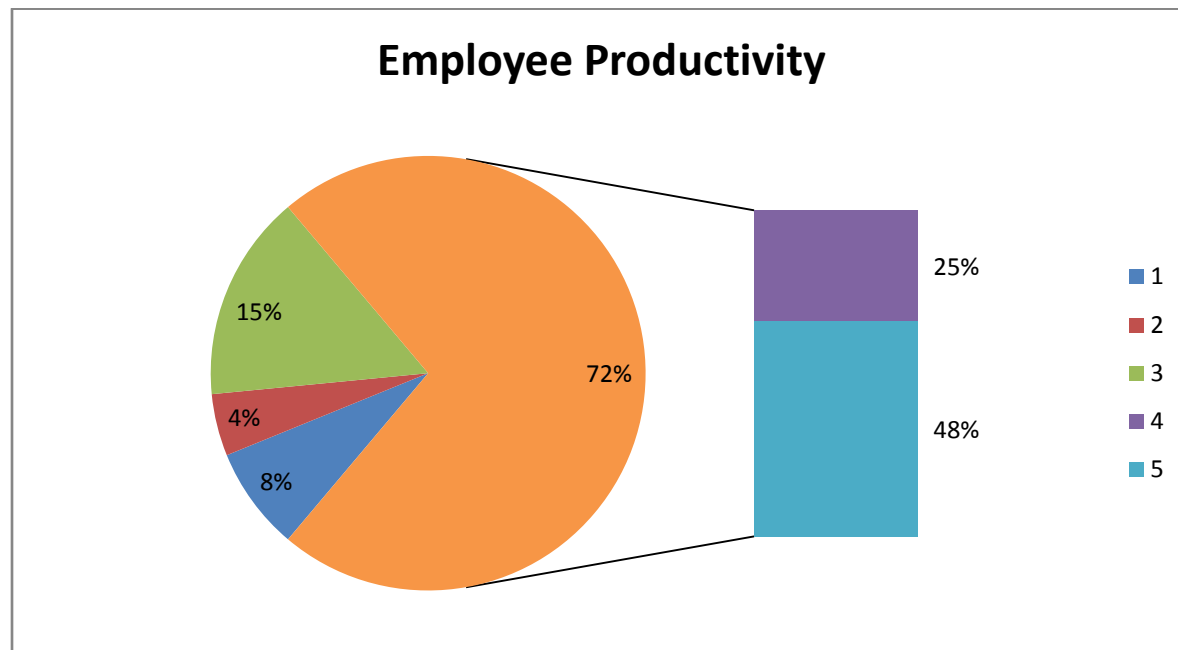
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	7	5.4	5.4	5.4
	SD	11	8.5	8.5	13.8
	N	15	11.5	11.5	25.4
	SA	38	29.2	29.2	54.6
	A	59	45.4	45.4	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 74% covered by the respondents who agree that the reward and recognition program is fair and timely and this tend towards positive side stating that the Reward and Recognition program in AIW III is fair and timely. 14% of the employees do not agree that the reward and recognition program in AIW III is not fair and timely. Though it is only 14% it consists of the employees who say that they do not get their rewards in time and the recognition programs are not fair. Reward and Recognition programs are one of the motivational factor, if this factor is not appropriate the employees feel de-motivated and their engagement level goes down.

19. Employee Productivity

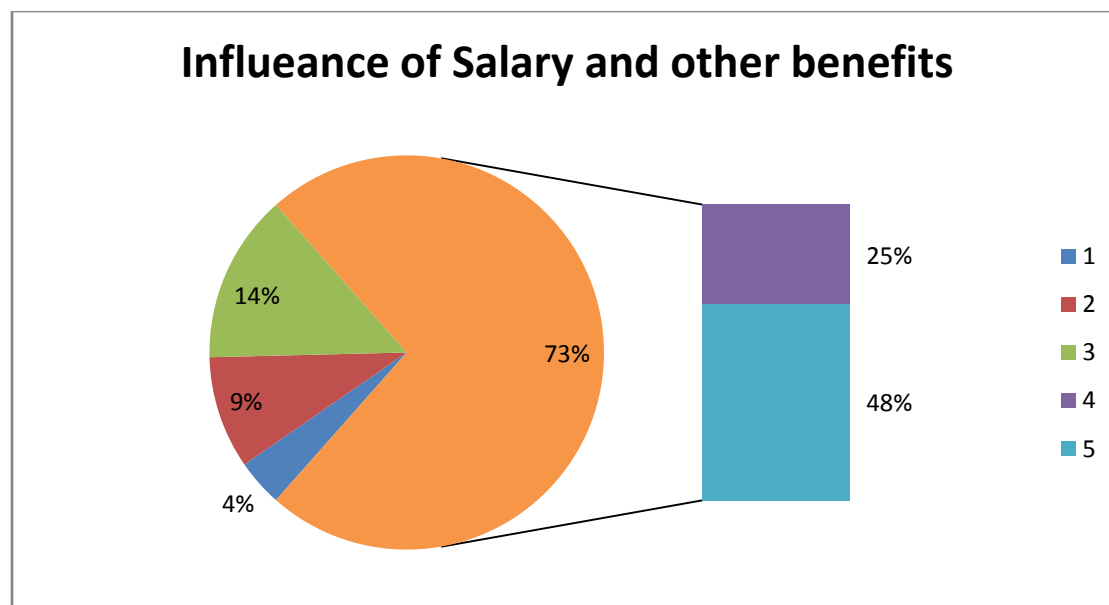
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	10	7.7	7.7	7.7
	SD	6	4.6	4.6	12.3
	N	20	15.4	15.4	27.7
	SA	32	24.6	24.6	52.3
	A	62	47.7	47.7	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 73% is covered by the respondents who agree that the current pay system has positive effect on employee productivity stating that the current pay system has positive effect on employee productivity. 12% of the employees do not agree that the current pay system has positive effect on employee productivity. Though it is only 12% it consists of the employees who say that they are not happy with the current pay system. They say that they do not get paid for how much they work because of which their interest in doing the work goes down which in turn reduces the engagement level.

20. Influence of salary and other benefits

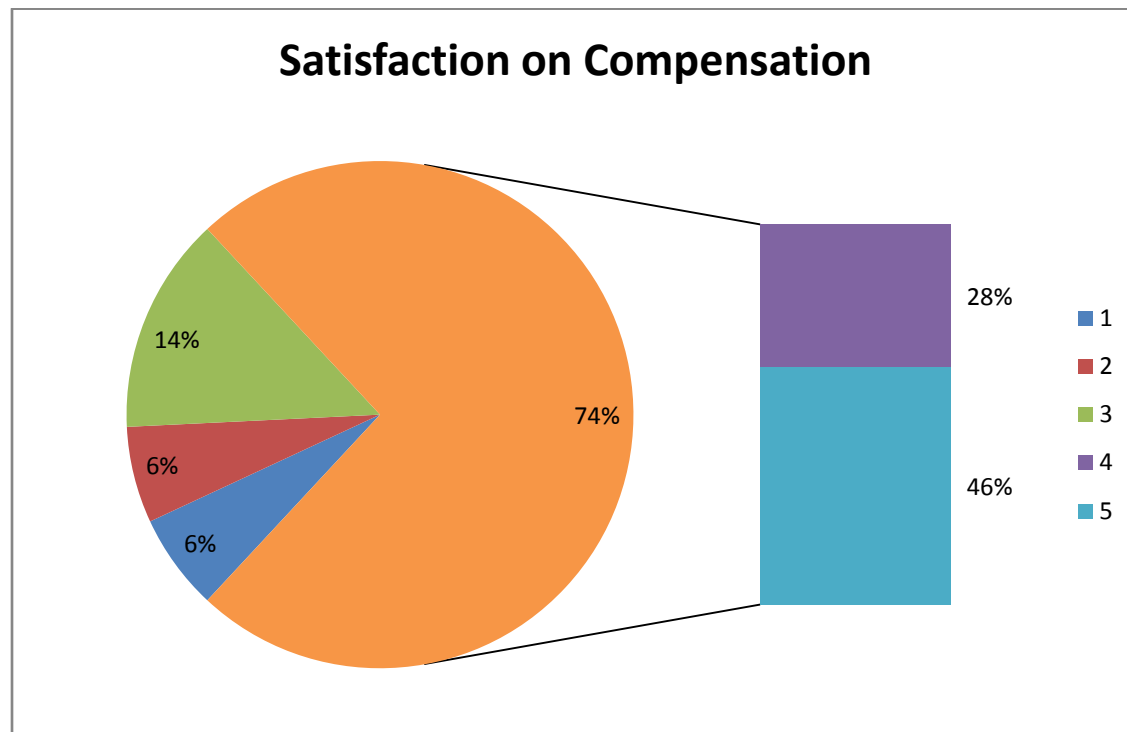
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	5	3.8	3.8	3.8
	SD	12	9.2	9.2	13.1
	N	18	13.8	13.8	26.9
	SA	32	24.6	24.6	51.5
	A	63	48.5	48.5	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 73% of the employees say that their performance is highly influenced by salary and other compensation benefits which tend towards positive side stating that the performance of the employees in AIW III is highly influenced by salary and other compensation benefits. 14% of the employees gave neutral answer and 13% of the employees do not agree that their performance is influenced by the salary. They are of positive opinion that the salary is not the major motivational factor in influencing the performance.

21. Satisfaction on compensation

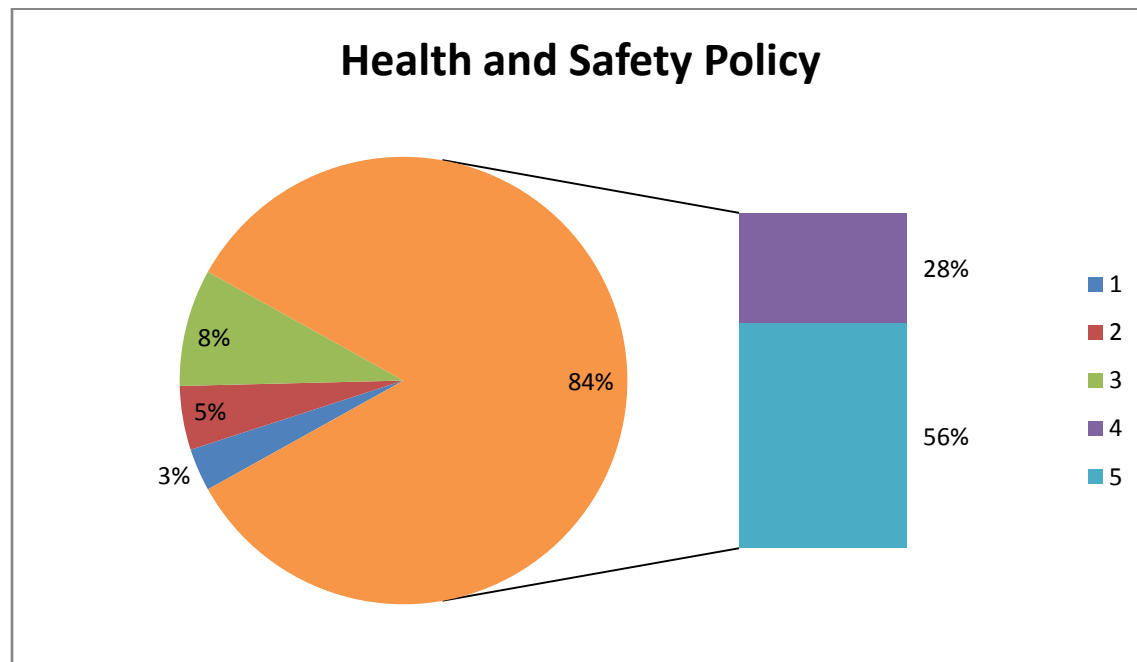
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	8	6.2	6.2	6.2
	SD	8	6.2	6.2	12.3
	N	18	13.8	13.8	26.2
	SA	36	27.7	27.7	53.8
	A	60	46.2	46.2	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 74% is covered by the respondents who are satisfied with the overall compensation that tend towards positive side stating that the employees in AIW III are satisfied with the overall compensation. 12% of the employees are not satisfied with the compensation. Though it is only 12% it consists of the employees who say that they are not happy with the compensation given by AIW -III. As the result their job satisfaction level decreases leaving behind a disengaged workforce.

22. Health and safety policy

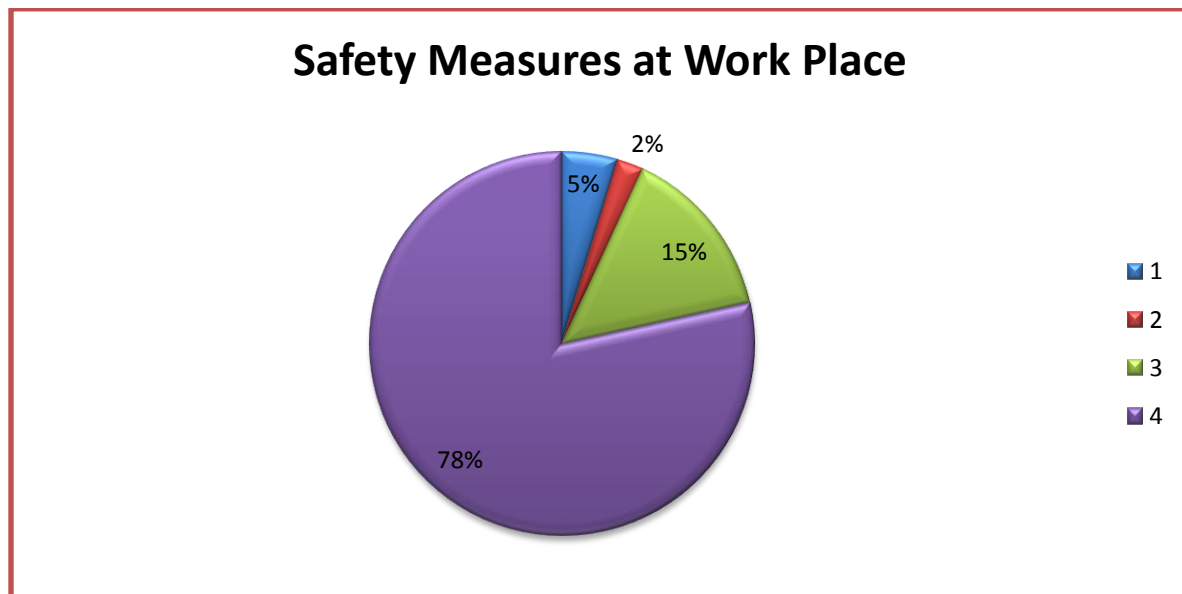
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	4	3.1	3.1	3.1
	SD	6	4.6	4.6	7.7
	N	11	8.5	8.5	16.2
	SA	36	27.7	27.7	43.8
	A	73	56.2	56.2	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 84% is covered by the respondents who agree that they are aware about the Health and Safety policy of AIW III and this tend towards positive side stating that Employees in AIW III are aware about health and Safety policy. 8% of the employees do not agree that they are aware about the Health and safety policy. Though it is only 8% it consists of the employees who say that the Health and Safety policy is not up to the mark and they are not aware about the health and safety policy of the company.

23. Safety Measures

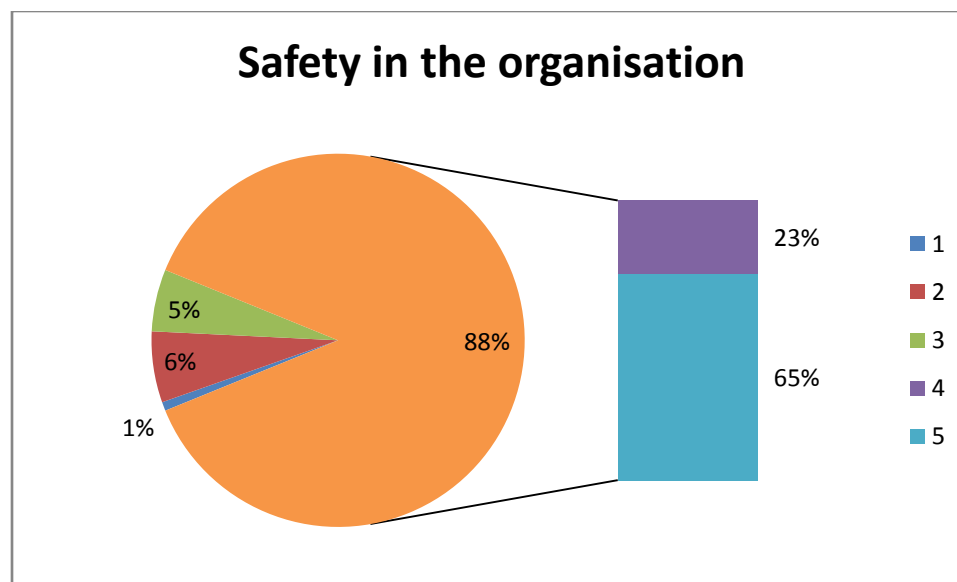
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SD	6	4.6	4.6	4.6
	N	3	2.3	2.3	6.9
	SA	19	14.6	14.6	21.5
	A	102	78.5	78.5	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 78% is covered by the respondents, who agree that they take the safety measures that are necessary in workplace that tend towards positive side stating that employees in AIW III follow safety measures at work place. 7% of the employees do not agree that they take safety measure t work place. Though it is only 7% it consists of the employees who say that the safety equipment's are not given in time because of which they are unable to work properly in the work place. As the result they lack interest and their engagement level goes down.

24. Safety in the organization

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	D	1	.8	.8	.8
	SD	8	6.2	6.2	6.9
	N	7	5.4	5.4	12.3
	SA	30	23.1	23.1	35.4
	A	84	64.6	64.6	100.0
	Total	130	100.0	100.0	

**Interpretation:**

The above chart implies that the major part of the chart i.e. 88% is covered by the respondents who agree that they are safe in AIW III that tend towards positive side stating that there is safety in AIW III. 7% of the employees do not agree that there is safety. Though it is only 7% it consists of the employees who say that the safety policy is only for name sake and it is not effective because of which they feel that they are not safe in AIW III. As the result their engagement level goes down.

Testing of Hypothesis

With respect to evaluate the Level of Employee Engagement at AIW III, the following Null and Alternative Hypothesis is postulated

Ho: The jobs at AIW III do not provide opportunity for independent thought and action.

H1: The jobs at AIW III provide opportunity for Independent thought and action.

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Independent thought	130	4.35	1.003	.088

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Independent thought	15.393	129	.001	1.354	1.18	1.53

The calculated mean, Standard Deviation (SD) at 5% level of significance are given in the above table one.

As per the table Mean Difference value 1.354 lies between 1.18 and 1.53 therefore the Null Hypothesis is rejected and Alternative Hypothesis is accepted.

Explanation:

To test the Hypothesis one sample T test was conducted and the results are as under

For testing the above hypothesis, T Test is used with assumed mean 3. The total score in the five point Likert Scale is 15 and the average is 3. The calculated mean value of selected attributes for studying the Level of Employee Engagement in AIW III is greater than the assumed mean i.e. 4.35, the observed P value is 0.001 which is less than assumed α 0.05 and the calculated t- test value is 15.393 which is greater than the table t-test value = 1.96 at df = 129 and α = 5%.

Conclusion:

AIW III provides the opportunity for Independent thought and Action as the alternate hypothesis is accepted and null hypothesis is rejected.

Ho = The Training provided at AIW III does not help to improve the Job Performance of the Employees

H1 = The Training provided at AIW III helps to improve the Job Performance of the Employees.

One-Sample Test

	Test Value = 3
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One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean		
Job Performance	130	4.35	.978	.086		
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Job Performance	15.691	129	.001	1.346	1.18	1.52

The calculated Mean, Standard Deviation (SD) at 5% level of significance are given in the above table. As per the table the Mean difference value is 1.346 which lies between 1.18 and 1.52, therefore the Null Hypothesis is rejected and Alternate Hypothesis is accepted.

Explanation:

To test the Hypothesis one sample T test was conducted. The test is used with the assumed mean 3. The total score in the five point Likert Scale is 15 and the average is 3. The calculated mean value of selected attributes for studying the Level of Employee Engagement in AIWIII is greater than the assumed mean i.e. 4.35, the observed P value is 0.001 which is lesser than the assumed α value of 0.05 and the calculated t-test value is 5.387 which is greater than table t-test value=1.96 at df=129 and $\alpha=5\%$. This indicates the Null hypothesis is rejected and Alternate hypothesis is accepted.

Conclusion:

Training provided at AIW III improves the Job Performance as the Alternate hypothesis is accepted.

Ho = The current pay system in AIW III does not have positive effect on employee productivity.

H1 = The current pay system in AIW III have positive effect on employee productivity.

One-Sample Statistics

	N	Mean	Std. Deviation	Std. Error Mean
Employee Productivity	130	4.00	1.233	.108

One-Sample Test

	Test Value = 3					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Employee Productivity	9.250	129	.001	1.000	.79	1.21

The calculated Mean, Standard Deviation(SD) at 5% level of significance are given in the above table. As per the table the mean difference value 1.000 lies between 0.79 and 1.21, therefore the alternate hypothesis is accepted.

Explanation:

For testing the above hypothesis t test is used with assumed mean 3. The total score in the five point Likert Scale is 15 and the average is 3. The calculated mean value of the selected attributes for studying the Level of employee engagement in AIW III is greater than the assumed mean i.e. 4.00, the observed P value is 0.001 which is less than assumed α value of 0.05 and the calculated t-test value is 9.250 which is greater than the table t value = 1.96 at df = 129 and α = 5%.

Conclusion:

The current pay system in AIW III has positive effect on employee productivity as the alternate hypothesis is accepted.

Findings

- The jobs provided in AIW III have a lot of variety that reduces monotony and boredom because of which human resources are very much interested and enthusiastic in doing different kinds of work (71%).
- Majority of jobs in AIW III provides opportunity for independent thought and action where the employees feel motivated because of which their engagement level is good (60%).
- There exists open door policy in AIW III because of which the employees can share their problems with their HOD's and the person with authority at any point of time (59%).
- The Intergroup relation in AIW III is excellent in all the categories of employees (64%).
- Training and Development programs in AIW III improve the job performance as the training is given to the employees once in a month which is systematically evaluated keeping the employees engaged (60%) .
- Job description in AIW III clearly defines the Key Result Areas on which the performance of the employees is rated because of which the employees know what is expected from them (60%)
- Employees get formal feedback on the performance of the employees (56%).

- The current pay system in AIW III has a positive effect on employee productivity because of which the overall productivity of the organization is good (48%).
- Majority of the employees in AIW III is aware about the Health and Safety policy of AIW III which serves as a driver for keeping the employees engaged (56%).
- Majority of the employees in AIW III feel safe working in AIW III which results in engaged workforce (65%).

Recommendations

The current employee engagement level in AIW III is positive but still it is not 100% which means there are employees whose engagement level is not good making them disengaged. The following are some of the ways by which the employee engagement level can be increased thus making all the employees engaged.

The employees in AIW III can be engaged by both the ways i.e. through financial ways and non- financial ways.

Financial Ways of Engaging Employee

- Delegation of Authority
- Families get together.
- Self-introspection about what are they doing for the organization.
- Incorporation of the culture of Group Prayer and Stress Reducing activities like Meditation.
- Can build Ideas Tree where new Ideas can be presented.
- Give Emotional assistance and empathy when employees are in problems.
- Celebrate small achievements made by the Employees.
- Senior managers should have "May I help you Attitude".
- Empower Employees in Real Terms.
- Open Houses should be conducted.
- Celebration of various days of importance.
- Be a good listener. Encourage others to talk about themselves.

Financial Ways of Engaging the Employees

- Family Tours.
- Medical Facilities.
- Have a Consultant who can be the bridging gap between the Company and the Employees.
- Award System.
- Provide financial assistance whenever the Employees are in problem.
- Dinner with officials.
- Conduct Formal Parties.
- Give good infrastructural facilities to Employees.
- Get outside trainers to train the employees.
- Pay more who contribute more to the organization.
- Provide good and Quality Food
- Sponsor for Innovative Ideas

Conclusion

The present study on Employee Engagement conducted at Ashok Iron Works was a descriptive research to find out the level of Employee Engagement in the organization and to find out whether there is any relation between Employee Engagement and the overall productivity of the organization. The final research outcome shows that the current employee engagement level in AIW III is positive but still it is not 100% which means there are employees whose engagement level is not good making them disengaged. Hence, the researcher suggests some of the ways, both financial and non-financial, by which the employee engagement level can be increased thus making all the employees engaged for the betterment of both the organization as well as the employees.

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