

Leveraging Employee Engagement to Sustain Competitive Advantage at Wind Power Generating Industry In Coimbatore City

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ABSTRACT : *Today, society and business are witnessing unprecedented change in an increasingly global marketplace, with many companies competing for talent. As organizations move forward into a boundary-less environment, the ability to attract, engage, develop and retain talent will become increasingly important. In view of this, the study was conducted in wind power generating industry in Coimbatore a wind turbine gearbox manufacturer. The study explores the factors influencing employee engagement among employees working for the firm. The paper examines the components that bring employee commitment and involvement in detail. The research design adopted for the study was descriptive in nature. The data was collected from 472 employees. The objective of the study was to examine the dimensions of employee's engagement and to determine the contribution of each department towards each dimension index. The study also attempts to determine the factors influencing employee engagement positively and negatively in their job. Analysis was done on various perspectives such as employee commitment, retention, benefit and compensation, work environment, manager quality, innovation and risk-taking, communication and career development. The findings of the study highlighted the fundamental factors complying employee engagement in wind power generating industry in Coimbatore city.*

KEY WORDS: *Employee Engagement, Organisation, Dimensions, Index*

I. INTRODUCTION TO STUDY

It is the need of the hour that, Organizations should increasingly convert from traditionalism to the contemporary learning and individualized corporations. With growing opportunity and greater flow of information, employees today want to be in the best workplaces handling the best suited responsibilities and enjoy greater autonomy. Therefore, engaging the employees to the work as per their competency level must occupy the center stage not only for the HR department but also for the immediate bosses. Kahn (1990) in his work of conceptualization of engagement stated that self and role exist in some dynamic, negotiable relation in which a person both drives personal energies into role behaviors and displays the self within the role. He further said that such engagement serves to fulfill the human spirit at work. Alternatively, disengagement is viewed as the defending themselves during role performances. The extent that an employee believes in the mission, purpose and values of an organization and demonstrates that commitment through their actions and their attitude towards the employer (both internal & external) will determine the employee satisfaction towards his/her work. Employee engagement is high when the statements and conversations held reflect a natural enthusiasm for the company, its employees and the products or services provided.

EMPLOYEE ENGAGEMENT – BRIEF : Employee engagement is the level of commitment and involvement an employee has towards their 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. Maslach and Leiter (1997) defined employee engagement as the direct opposite of burnout dimensions. They suggested that engagement involves three main factors—root energy, involvement and efficacy, whereas in burnout, state these three change into exhaustion, cynicism and ineffectiveness respectively. According to the Modern survey, Inc. (2013) Employee Engagement is the degree to which employees are psychologically invested in the organization and motivated to contribute to its success. Engagement results in discretionary effort toward attaining organizational goals. In other words, employee engagement can be described as: “The degree to which an employee is emotionally bonded to his/her organization and are passionate about the work that really matters”. The organization must work to develop and nurture engagement, which

requires a two-way relationship between employer and employee. Thus Employee engagement is a barometer that determines the association of a person within the organization.

Engagement can also be defined as “the extent to which people enjoy and believe in what they do and feel valued for doing it.”

Employee commitment and engagement is measured by three primary behaviours –

Say, Stay and Strive.

- 'Say' is evidently achieved if the employee consistently speaks positively about the organisation to co-workers and refers potential employees and customers.
- 'Stay' refers to the employee's intensive desire to be a member of the organisation, despite opportunities to work elsewhere.
- 'Strive' indicates an extra effort and behaviours that contribute to business success.

As organizations globalize and become more dependent on technology in a virtual working environment, there is a greater need to connect and engage with employees to provide them with an “organizational identity”. Employee engagement plays a greater role in the current era where every contribution by each of the employee counts. Employee engagement programmes throw light into the success of the company in engaging its employees in the productive activities. Employee engagement is not just the process of engaging the employees productively (Cordery J.,2006). It also expects the organization to pave the way to ensure that the employees are motivated to put in their best efforts for the wealth maximization. This requires building loyalty which can inject commitment in doing quality work. The mission must be well defined and supported by well-set organizational plans and policies for its attainment. The management is also to provide with the set of tools and material that are necessary for performing the task effectively. Employee engagement can be defined as an employee putting forth extra discretionary effort, as well as the likelihood of the employee being loyal and remaining with the organization over the long haul. Research shows that engaged employees: perform better, put in extra efforts to help get the job done, show a strong level of commitment to the organization, and are more motivated and optimistic about their work goals. Employers with engaged employees tend to experience low employee turnover and more impressive business outcomes.

CATEGORIES OF EMPLOYEE ENGAGEMENT

According to the Gallup, the Consulting organization there is there are different types of people:-

ENGAGED: "Engaged" employees are builders. They want to know the desired expectations for their role so that they can meet and exceed them. They are naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward.

- Work with passion
- Feel connected to work, employer
- Drive innovation
- High levels of effort
- Persistence at difficult tasks
- Providing assistance to others
- Going “above and beyond”
- Making recommendations
- Expanding personal
- Adapting to change

II. NOT ENGAGED:

“Not-engaged” employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are not-engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their coworkers.

- Checked out or retired on the job
- Putting in their time, not their energy

III. ACTIVELY DISENGAGED:

The "Actively Disengaged" employees are the "cave dwellers." They are "Consistently against Virtually Everything." They're not just unhappy at work; they're busy acting out their unhappiness. They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged coworkers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning (Radhakrishnan Nair, 2013).

- Interfere with others productivity

IMPORTANCE OF EMPLOYEE ENGAGEMENT

An organization's capacity to manage employee engagement is closely allied with its ability to achieve high performance levels and superior business results (Neeta Bhatla, 2011). Some of the advantages of Engaged employees are:

- Engaged employees will stay with the company, be an advocate of the company products and services, and contribute to the bottom line of the business success.
- They will normally perform better and are Self-Motivated.
- There is a significant link between employee engagement and profitability.
- They form an emotional connection with the company. This impacts their attitude towards the company's clients, and thereby improves customer satisfaction and service levels.
- It builds passion, commitment and alignment with the organization's strategies and goals
- Increases employees' trust in the organization
- Creates a sense of loyalty in a competitive environment
- Provides a high-energy working environment
- Boosts business growth
- Makes the employees effective brand ambassadors for the company
- A highly engaged employee will consistently deliver beyond expectations.

DIMENSIONS RELATED TO EMPLOYEE ENGAGEMENT

Physical dimension

- Levels of energy or effort
 - Persistence
- Emotional dimension
- Enthusiasm and inspiration
 - Sense of significance, pride, and challenge
 - Feelings about job, supervisor, management, organization
- Intellectual dimension
- Mental focus
 - Level of concentration
 - Absorption in tasks
 - Beliefs about organization, leaders, workplace culture
 -

Engagement is important for managers to cultivate, given that disengagement or alienation is central to the problem of workers' lack of commitment and motivation (Aktouf). Meaningless work is often associated with apathy and detachment from ones works (Thomas and Velthouse). In such conditions, individuals are thought to be estranged from their selves (Seeman, 1972). Thus the study attempts to study the Employee engagement in an energy based industry as it also contributes to the growth of the country.

NEED FOR THE STUDY

An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. Disengagement leads to lack of commitment and motivation. Employee engagement maximizes the contribution of each individual towards corporate imperatives and metrics, individual employees need to find purpose and satisfaction in their work.

OBJECTIVES OF THE STUDY

The objective of the study was to examine the dimensions of employee's engagement and to determine the

contribution of each department towards each dimension index. The study also attempts to determine the factors influencing employee engagement positively and negatively in their job.

SCOPE OF THE STUDY

The present environment of business is highly competitive. Numerous Multi-National Companies (MNCs) and local giants are entering into the market in these recent days. The market is highly competitive and to break that is certainly a challenge. Active employee engagement is the best tool to cope up with the situation and to differentiate from others. The study would help the organization to find out the employee engagement task and to identify the areas which are disengaged.

IV. REVIEW OF LITERATURE

Author & Year	Title of Paper	Country	Findings
Lynn Kalani Terumi Hayase (2009)	Internal communication in organizations and employee engagement	USA	The purpose of this study was to determine if internal communication has an effect on employee engagement levels. Examining the actors of communication and engagement it was found that a relationship does exist. The results indicated that organizations could utilize internal communication to improve employee engagement.
Solomon arkos and M. Sandhya Sridevi (2010)	Employee Engagement: The Key to Improving Performance	-	In order to have engaged employees in any organization, managers suggested looking at ten points. Start it on day one, Start it from the top, Enhance employee engagement through two-way communication, give satisfactory opportunities for development and advancement. Organizations should ensure that employees have everything they need to do their jobs, Give employees appropriate training, Have strong feedback system, Incentives have a part to play, Build a distinctive corporate culture, Focus on top-performing employees.
Jill E. Perry Smith and Tracy L. Dumas (2007)	Debunking the ideal worker myth: Effects of temporal flexibility & family configuration on engagement	US	The researchers examined the impact of flexibility policies and employee family configuration on work engagement. More specifically, rather than looking at one or two particular policies, they examined the impact of groups of policies based on the dimension of temporal flexibility they afforded. In considering two different types of temporal flexibility, they found that episodic flexibility had more of a positive effect on employees'. Impact of Flexibility policies for single, childless workers is counter intuitive. Other findings also suggest that by implementing policies that offer employees the opportunity to develop in all aspects of their lives, organizations can increase their supply of a coveted commodity – employee engagement. Broader policies that allow all employees a greater degree of control over their work and non-work lives, and that explicitly encourage employees to develop enriching lives outside of work can benefit the entire organization. Thus according to them by doing well and helping employees to enhance their whole lives, organizations can also do well.
FaraiNcube and Steven Jerie (2006)	Leveraging Employee Engagement for Competitive Advantage in The Hospitality Industry. A Comparative Study of Hotels	Zimbabwe	Employee engagement in the hospitality industry plays a critical role in determining the Competitiveness of a company. As such successful organizations can be distinguished by unsuccessful organization by virtue of looking at the levels of employee engagement. This research also highlighted the other determinants of competitive advantage in the two organizations, but equally indicating the significance of employee engagement, to strengthen these other factors. The findings from both hotels demonstrated the

	A and B in Zimbabwe		differences in overall performance between the two organizations. There was strong evidence that highly engaged workgroups outperform groups with lower employee engagement, Organization having a greater number of employees that are completely disengaged is poorly placed in employee engagement. Employees of the organization having less completely disengaged employees are strongly satisfied, and are very much willing to stay with their employer As a result the hotel with higher engagement levels enjoyed a competitive edge with 43.7% markets share against 17.3% market share of the other hotel.
Dr.Padmakumar Ram and Dr. Gantasala V. Prabhakar (2011)	An enquiry into the mediatory role of employee engagement: Evidence from the hotel Industry in Jordan	Jordan	The research recommends assisting organization to retain their talented staff and not only to retain them but to provide more holistic experience has that included a balance between their work environment and their home life. Employee turnover causes and little commitment on the part of organization can be alleviated through effective retention & WLB strategies. The results confirmed the relationship between Employee Engagement and Perceived Organizational Support. The effect of Job Characteristics, Intrinsic and Extrinsic Rewards, Perceived Supervisor Support, Perceptions of Procedural Justice, Perceptions of Distributive Justice on Employee Engagement is also confirmed. Respondents also valued recognition, appreciation, challenging work, growth opportunities along with equitable pay plans. Together, the presence of these dimensions considered for this study contribute to Employee Engagement and in turn influencing the extent of Job satisfaction, Organizational Commitment, Intention to continue with the employer and heightened responsibility toward work related issues
Dr. Yasmin Janjhua (2011)	Employee Engagement: A Study Of HPSEB Employees	India	The results showed that job characteristics contribute to job engagement, and organizational engagement. If the employees feel that their jobs provided variety, freedom, identity and proper feedback the employees get more engrossed and engaged in their work thereby leading to more quality, productivity and efficiency. Perceived organizational support was significantly positively related to job engagement and organizational engagement.

V. RESEARCH METHODOLOGY

The research design used in the study was descriptive by nature. Descriptive research can be either quantitative or qualitative. It involves collection of quantitative information that can be tabulated. Descriptive research involves gathering data that describe events and then organizes, tabulates, depicts and describes the data collection (Glass & Hopkins, 1984). The data was collected through the structured questionnaire designed by Boston Consulting group. The reliability co-efficient was estimated by Cronbach Alpha Reliability Analysis. The reliability coefficient of the instrument was 0.923, hence the instrument was said to be highly reliable. The sampling design used for the study was census sampling, as the population size was 472 employees and the data was gathered from 472 employees. The research data was analyzed draw the results favouring the objectives of the study.

ANALYSIS AND INTERPRETATION, FINDINGS

LIST OF ABBREVIATIONS	
	7.HRM – Human Resource Management
1.ISO – International Organization for Standardization.	8.FIN – Finance
2.OHSAS - Occupational health and Safety Management System.	9.IA – Industrial Axles

3.ATP – Assembly, Testing & Painting.	10.PEG – Plant Engineering Group
4.CMH – Component Manufacturing & Heat Treatment	11.PEM – Plant Engineering & Maintenance
5.QES – Quality Environment & Safety	12.SCM – Supply Chain Management
6.DC – Design Center	13. JMC – Junior Management Cadre

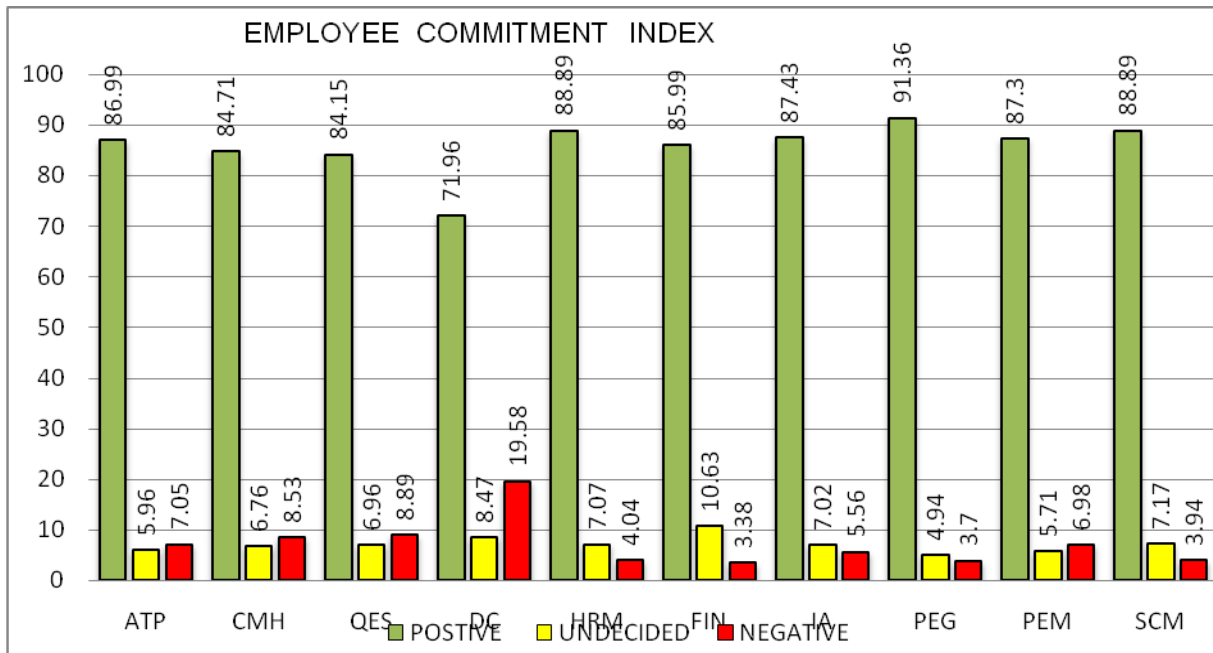
Table 1: Profile of the Respondents

S.No	Category	Items	Frequency	Percent
1	Department	ATP	82	17.4
		CMH	125	26.5
		QES	76	16.1
		DC	21	4.4
		HRM	12	2.5
		FIN	23	4.9
		IA	39	8.3
		PEG	28	5.9
		PEM	35	7.4
		SCM	31	6.6
		Total	472	100
2	Role	Staff	201	42.6
		JMC	271	57.4
		Total	472	100
3	Age	Below 20 Yrs	0	0
		20 – 30 Yrs	301	63.8
		31 – 40 Yrs	129	27.3
		41 – 50 Yrs	35	7.4
		51 – 60 Yrs	6	1.3
		Above 60 Yrs	1	0.2
		Total	472	100
4	Experience	< 1 Yr	1	0.2
		1 – 5 Yrs	135	28.6
		5 – 10 Yrs	192	40.7
		10 – 15 Yrs	76	16.1
		15 – 20 Yrs	35	7.4
		>20 Yrs	33	7.0
		Total	472	100

Table 2: EMPLOYEE COMMITMENT INDEX

DEPARTMENT	EMPLOYEE COMMITMENT		
	POSTIVE	UNDECIDED	NEGATIVE
ATP	86.99	5.96	7.05
CMH	84.71	6.76	8.53
QES	84.15	6.96	8.89
DC	71.96	8.47	19.58
HRM	88.89	7.07	4.04
FIN	85.99	10.63	3.38
IA	87.43	7.02	5.56
PEG	91.36	4.94	3.7
PEM	87.3	5.71	6.98
SCM	88.89	7.17	3.94

EMPLOYEE COMMITMENT INDEX

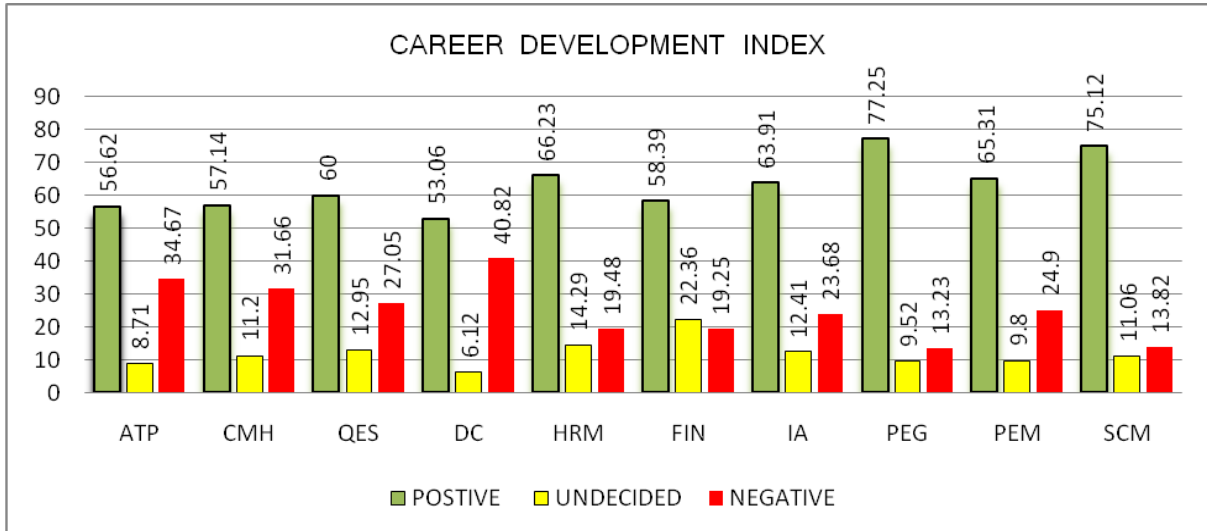


From the above chart, it is inferred that PEG (91.36) contributes more to employee commitment index and DC (71.96) contributes less to employee commitment index.

Table: 3 CAREER DEVELOPMENT INDEX

DEPARTMENT	CAREER DEVELOPMENT		
	POSTIVE	UNDECIDED	NEGATIVE
ATP	56.62	8.71	34.67
CMH	57.14	11.2	31.66
QES	60	12.95	27.05
DC	53.06	6.12	40.82
HRM	66.23	14.29	19.48
FIN	58.39	22.36	19.25
IA	63.91	12.41	23.68
PEG	77.25	9.52	13.23
PEM	65.31	9.8	24.9
SCM	75.12	11.06	13.82

CAREER DEVELOPMENT INDEX

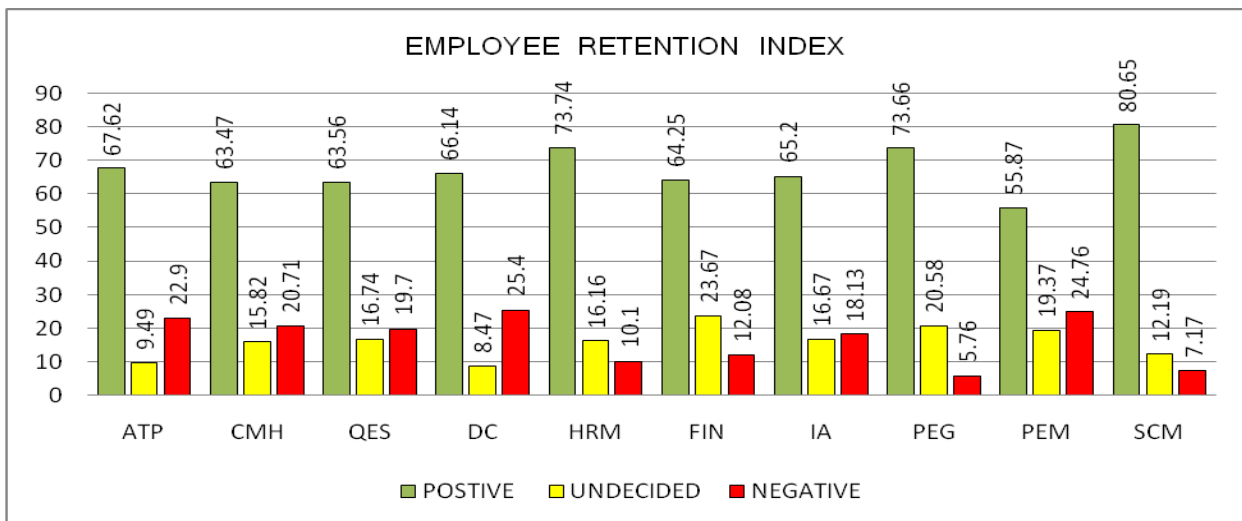


From the above chart, it is inferred that PEG (77.25) contributes more and DC (53.06) contributes less to career development index.

Table: 4 EMPLOYEE RETENTION INDEX

DEPARTMENT	EMPLOYEE RETENTION		
	POSTIVE	UNDECIDED	NEGATIVE
ATP	67.62	9.49	22.9
CMH	63.47	15.82	20.71
QES	63.56	16.74	19.7
DC	66.14	8.47	25.4
HRM	73.74	16.16	10.1
FIN	64.25	23.67	12.08
IA	65.2	16.67	18.13
PEG	73.66	20.58	5.76
PEM	55.87	19.37	24.76
SCM	80.65	12.19	7.17

EMPLOYEE RETENTION INDEX

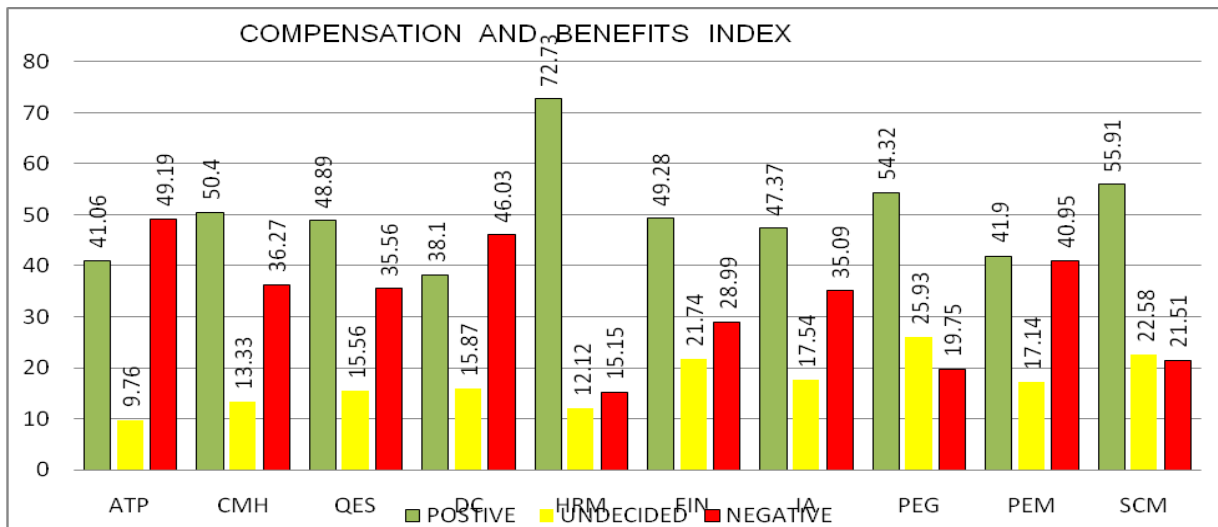


From the above chart, it is inferred that SCM (80.65) contributes more and PEM (55.87) contributes less to employee retention index.

Table: 5- COMPENSATION AND BENEFITS INDEX

DEPARTMENT	COMPENSATION AND BENEFITS		
	POSTIVE	UNDECIDED	NEGATIVE
ATP	41.06	9.76	49.19
CMH	50.4	13.33	36.27
QES	48.89	15.56	35.56
DC	38.1	15.87	46.03
HRM	72.73	12.12	15.15
FIN	49.28	21.74	28.99
IA	47.37	17.54	35.09
PEG	54.32	25.93	19.75
PEM	41.9	17.14	40.95
SCM	55.91	22.58	21.51

COMPENSATION AND BENEFITS INDEX

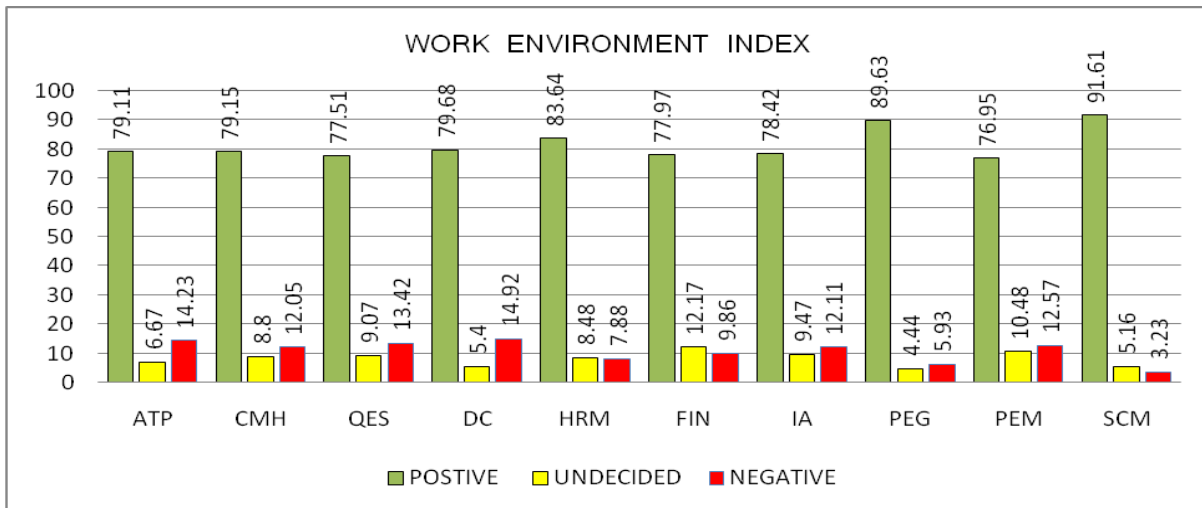


From the above chart, it is inferred that HRM (72.73) contributes more and DC (38.1) contributes less to compensation and benefits index.

Table: 6- WORK ENVIRONMENT INDEX

DEPARTMENT	WORK ENVIRONMENT		
	POSTIVE	UNDECIDED	NEGATIVE
ATP	79.11	6.67	14.23
CMH	79.15	8.8	12.05
QES	77.51	9.07	13.42
DC	79.68	5.4	14.92
HRM	83.64	8.48	7.88
FIN	77.97	12.17	9.86
IA	78.42	9.47	12.11
PEG	89.63	4.44	5.93
PEM	76.95	10.48	12.57
SCM	91.61	5.16	3.23

WORK ENVIRONMENT INDEX

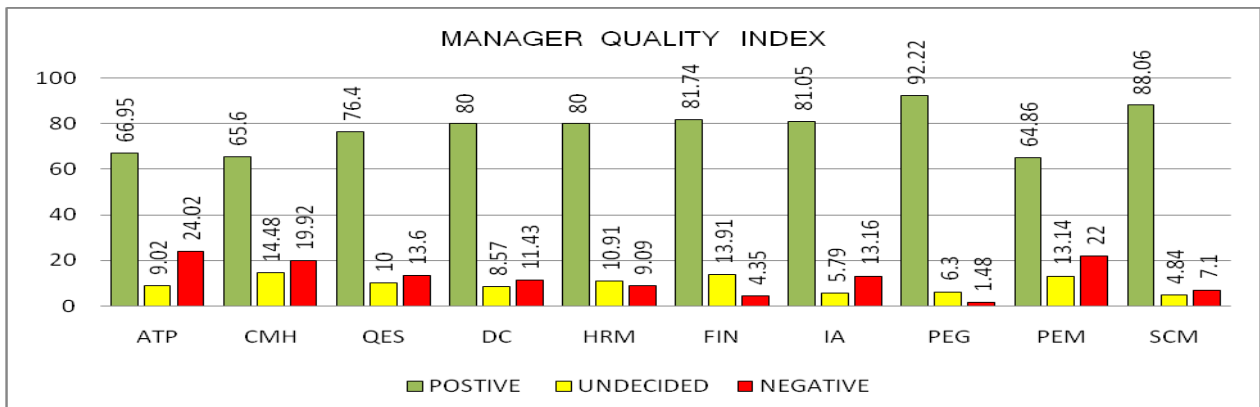


From the above chart, it is inferred that SCM (91.61) contributes more and PEM (76.95) contributes less to work environment index.

Table: 7- MANAGER QUALITY INDEX

DEPARTMENT	MANAGER QUALITY		
	POSTIVE	UNDECIDED	NEGATIVE
ATP	66.95	9.02	24.02
CMH	65.6	14.48	19.92
QES	76.4	10	13.6
DC	80	8.57	11.43
HRM	80	10.91	9.09
FIN	81.74	13.91	4.35
IA	81.05	5.79	13.16
PEG	92.22	6.3	1.48
PEM	64.86	13.14	22
SCM	88.06	4.84	7.1

MANAGER QUALITY INDEX

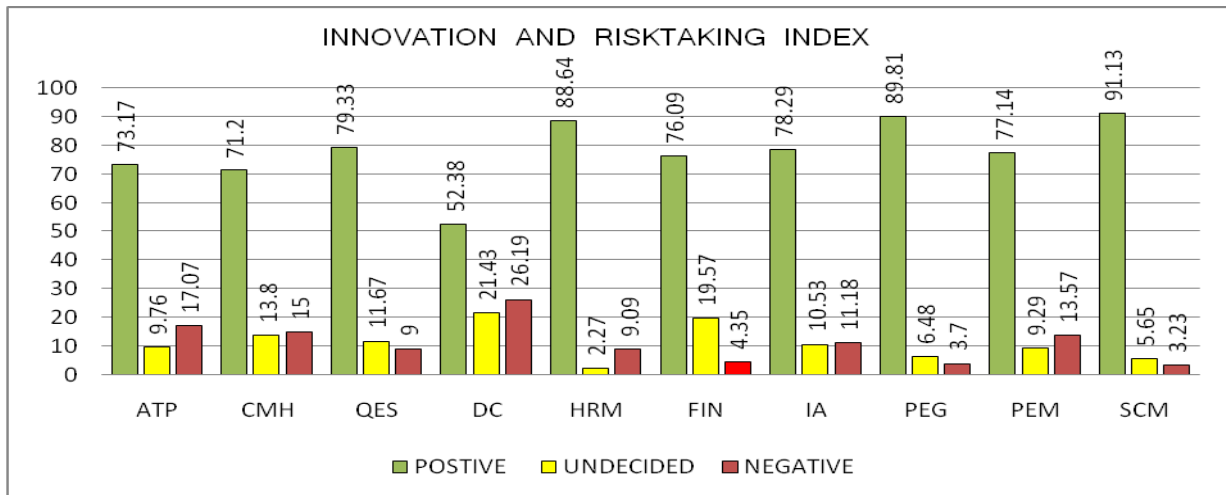


From the above chart, it is inferred that PEG (92.22) contributes more and PEM (64.86) contributes less to manager quality index.

Table: 8- INNOVATIONS AND RISK-TAKING INDEX

DEPARTMENT	INNOVATION AND RISK-TAKING		
	POSTIVE	UNDECIDED	NEGATIVE
ATP	73.17	9.76	17.07
CMH	71.2	13.8	15
QES	79.33	11.67	9
DC	52.38	21.43	26.19
HRM	88.64	2.27	9.09
FIN	76.09	19.57	4.35
IA	78.29	10.53	11.18
PEG	89.81	6.48	3.7
PEM	77.14	9.29	13.57
SCM	91.13	5.65	3.23

INNOVATION AND RISK-TAKING INDEX

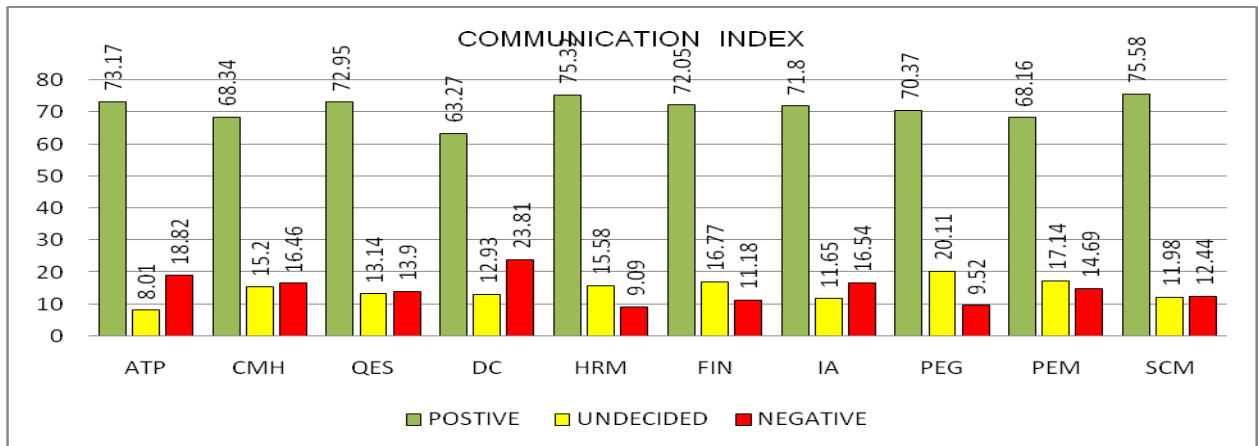


From the above chart, it is inferred that SCM (91.13) contributes more and DC(52.38) contributes less to innovation and risk-taking index.

Table: 9- COMMUNICATION INDEX

DEPARTMENT	COMMUNICATION		
	POSTIVE	UNDECIDED	NEGATIVE
ATP	73.17	8.01	18.82
CMH	68.34	15.2	16.46
QES	72.95	13.14	13.9
DC	63.27	12.93	23.81
HRM	75.32	15.58	9.09
FIN	72.05	16.77	11.18
IA	71.8	11.65	16.54
PEG	70.37	20.11	9.52
PEM	68.16	17.14	14.69
SCM	75.58	11.98	12.44

COMMUNICATION INDEX



From the above chart, it is inferred that SCM (75.58) contributes more and DC (63.27) contributes less to communication index.

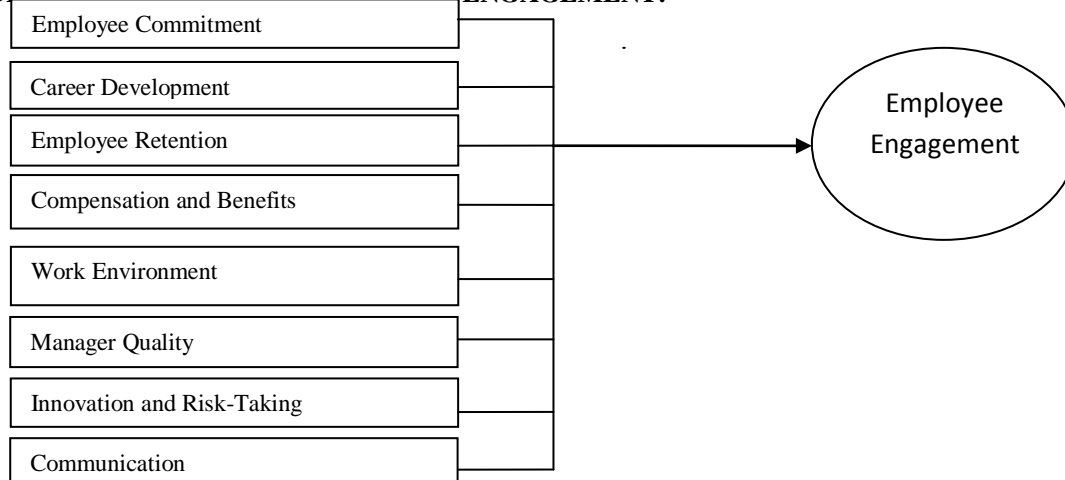
VI. FINDINGS

From the study it was found that:

- PEG (91.36) contributes more to Employee Commitment Index.
- DC (71.96) contributes moderately to Employee Commitment Index.
- PEG (77.25) contributes more to Career Development Index.
- DC (53.06) contributes less to Career Development Index.
- SCM (80.65) contributes more to Employee Retention Index
- PEM (55.87) contributes less to Employee Retention Index.
- HRM (72.73) contributes more to Compensation and Benefits Index.
- DC (38.1) contributes less to Compensation and Benefits Index.
- SCM (91.61) contributes more to Work Environment Index.
- PEM (76.95) contributes moderately to Work Environment Index.
- PEG (92.22) contributes more to Manager Quality Index.
- PEM (64.86) contributes moderately to Manager Quality Index.
- SCM (91.13) contributes more to Innovation and Risk-Taking Index.
- DC (52.38) contributes less to Innovation and Risk-Taking index.
- SCM (75.58) contributes more to Communication Index.
- DC (63.27) contributes less to Communication Index.

Thus each department exhibits variation in their contribution towards the listed index and dimensions of Employee engagement in the organization.

DRIVERS LEVERAGING EMPLOYEE ENGAGEMENT:



VII. SUGGESTIONS

The engagement initiatives should focus on equipping every level of the workforce, clarifying who is accountable for what and how best to contribute to a culture of employee engagement. Development efforts focus on “career” as a way of aligning long-term employee aspirations with the organization’s talent needs of tomorrow. The managers should address disengagement decisively without letting the Disengaged monopolize their efforts (Radhakrishnan, 2013). Communication flow in both upward and downward should be increased; Supervisors have to communicate at regular intervals for solving employee complaints, problems and to manage stress (Shiv Kumar Sharma and Sukhmeet Kaur.Department, 2014) wise feedback has to be taken on challenges and frustrations to retain employees and also on Compensation and Benefits, Employee Retention, Work Environment, Innovation and Risk-Taking, Manager Quality.

VIII. CONCLUSION

Employee Engagement ignites positive attitude among the employees towards their organization and its values (Swatee Sarangi; Sushma C S, 2012). It has a vital role in the workplace and has a huge impact on the organization in a vibrant ways. Employee Engagement is constant passion and an understanding of their needs and psychology. A good mix of objective and subjective approach can help the organization to comprehend them to a finer degree (Abhijit Bhaduri, 2013). Engagement should be a continuous process of learning, improvement, measurement and action. Hence, raising and maintaining employee engagement is a major responsibility of an organization that requires a perfect blend of time, effort, commitment and investment to craft a successful endeavor.

IX. SCOPE OF THE FUTURE STUDY

The future research can concentrate on relationship between work engagement and performance which employs both quantitative and qualitative research methods. This practice would add depth and detail to the study (Swanson, 1997). Qualitative approaches solicit rich meanings and provide opportunities for expanded dialogues. The future research can be conducted in as many cultural settings (Cook & Cambell, 2002) as possible which in turn will strengthen the concept.

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