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A Study on Employee Engagement for Accomplishing Sustainable Development wrt Jamnagar Brass Parts Industry

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Abstract: The Globalized environment is offering multiple opportunities to the organizations on one hand but on the other it also brings the chaos of workforce diversity, cultural differences and leadership challenges. Keeping this in mind Employee Engagement becomes a vital factor for sustaining development and growth in companies. Employee Engagement plays an important role towards increasing efficiency of employees in the long run. Employee Engagement is all about making necessary changes in the present functioning of the company to give employees a chance to be at their best. The present study is an opportunity to identify the factors which enhance employee engagement in select MSME units (Brass Industry) with special reference to Jamnagar district.

The paper also makes an attempt to analyze the current scenario of policies which the MSME is practicing towards Employee Engagement. The paper also ensures the in-depth study of opinion of employees at various organizational hierarchy about employee engagement. The diversity in the present workforce and how difficult it is to implement employee engagement programme in MSME of Jamnagar Brass Industry is what forms the core of the research paper with supported hypothesis and suitable tests.

Index Terms - Employee Engagement, MSME, Jamnagar, Brass Industry, Sustainable Development

I. INTRODUCTION

Sustainable development is what every economy strive for in the long run. A development which is characterized by an equal opportunity for the diverse workforce to grow and contribute for an empowered nation.

MSME is instrumental towards accomplishing this sustainable development. MSME in the current scenario are regarded as a force which can speed up the progress of a nation if managed with an open mindset. We can rightfully say that in the progress story of our country MSME are to be considered as protagonist.

Business firms' success stories are the result of the contributions made by the employees who are engaged. When one sees around the business set up the engaged employees can be distinguished by their strong cognitive, emotional and physical behavior. Healthy work culture combined with opportunity for innovation and creativity is breeding ground for employee engagement.

II. What is Sustainable Development?

Development that is sustainable is development that satisfies current demands without jeopardizing the capacity of future generations to satisfy their own needs.

III. MSME

The MSME sector is vital in meeting the national goals of bridging the rural-urban divide, eliminating poverty, and creating work for the teeming millions as a catalyst for socioeconomic transformation of the nation. The Micro Small & Medium Enterprises (MSMEs) are defined in India under the MSMED Act 2006 on the basis of capital investment made in plant and machinery, excluding investments in land and building

The Micro, Small and Medium Enterprises (MSME) are divided into two classes in compliance with the provisions of the Micro, Small & Medium Enterprises Development (MSMED) Act, 2006:

1. Manufacturing Enterprises - The enterprises involved in the manufacturing or production of goods relating to any industry specified in the first schedule to the industries (Development and regulation) Act, 1951) or engaging plant and machinery in the course of value addition to the final product having a different name or character or use. The Manufacturing Enterprise are defined in terms of investment in Plant & Machinery.

2. Service Enterprises: -The enterprises which are involved in rendering services and are defined in terms of investment in equipment. The limitation on investment in plant and machinery / equipment for manufacturing / service enterprises, as notified, vide S.O. 1642(E) dtd.29-09-2006 are as under:

Table No: 1
MSME Investment as per MSME ACT 2006

Manufacturing Sector	
Enterprises	Investment in plant & machinery
Micro Enterprises	Does not exceed twenty five lakh rupees
Small Enterprises	More than twenty five lakh rupees but does not exceed five crore rupees
Medium Enterprises	More than five crore rupees but does not exceed ten crore rupees
Service Sector	
Enterprises	Investment in equipments
Micro Enterprises	Does not exceed ten lakh rupees:
Small Enterprises	More than ten lakh rupees but does not exceed two crore rupees
Medium Enterprises	More than two crore rupees but does not exceed five crore rupees

Source: www.msme.gov.in

According to the MSME Annual Report of 2018-19, there is 45% contribution to the manufacturing, 40% to exports and 28% contribution to GDP of India. MSME in India are believed to be 2nd largest employers just after the agricultural sector. It has been estimated that MSME provide employment opportunities to 42 million skilled and unskilled workers approximately.

IV. MSME in Gujarat

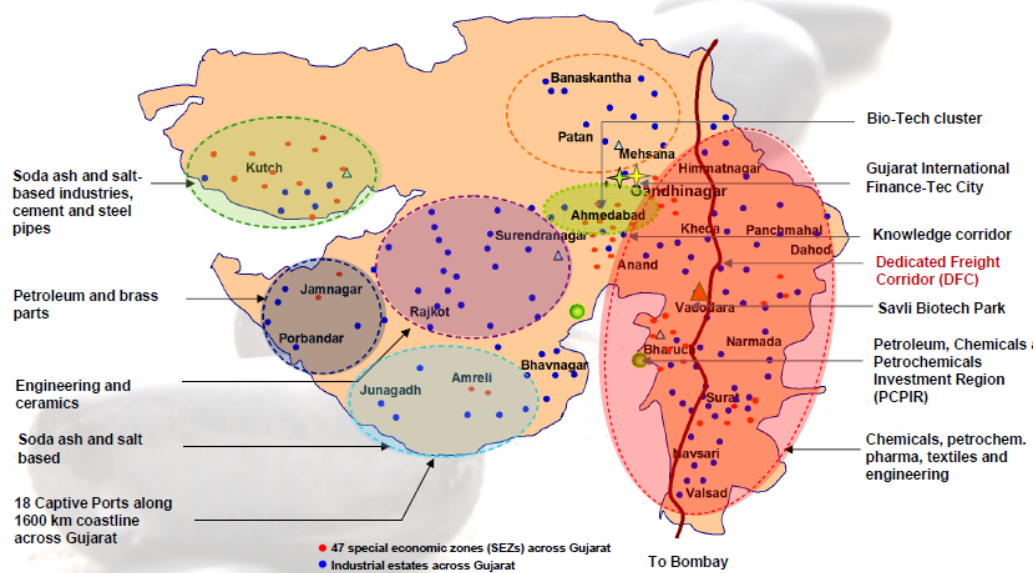
Different industrial clusters have developed as a result of the growth of small and medium-sized businesses. In total, 83 industrial clusters for various industry groups have been discovered in the state and have sprouted up in a variety of diverse places. By establishing shared facilities, growing market centres and brand names, and promoting talent, the cluster-based development model has assisted in enhancing the cost-competitiveness of the industries.

With the intention of hastening industrialization in the Indian state of Gujarat, the Gujarat Industrial Development Corporation (GIDC) was founded in accordance with the Gujarat Industrial Development Act of 1962.

The primary function of the GIDC is to locate areas that are appropriate for industrial development and to establish industrial estates with infrastructure, including streets, roads, drainage, electricity, water supply, and factory sheds that are ready for use. There are estates for ceramics and electronics in Gandhinagar, estates for chemicals at Vapi, Ankleshwar, Panoli, Nandesari, and Naroda, and estates for chemicals nearby Bhavnagar.

Many of the larger GIDC estates include amenities and commercial services like banks, shopping shops, schools, dispensaries, telecommunications centres, police stations, and community halls. Some GIDC estates also have affordable housing for employees and executives of tenant firms.

Figure: 1
GIDC Cluster Classification Across Gujarat



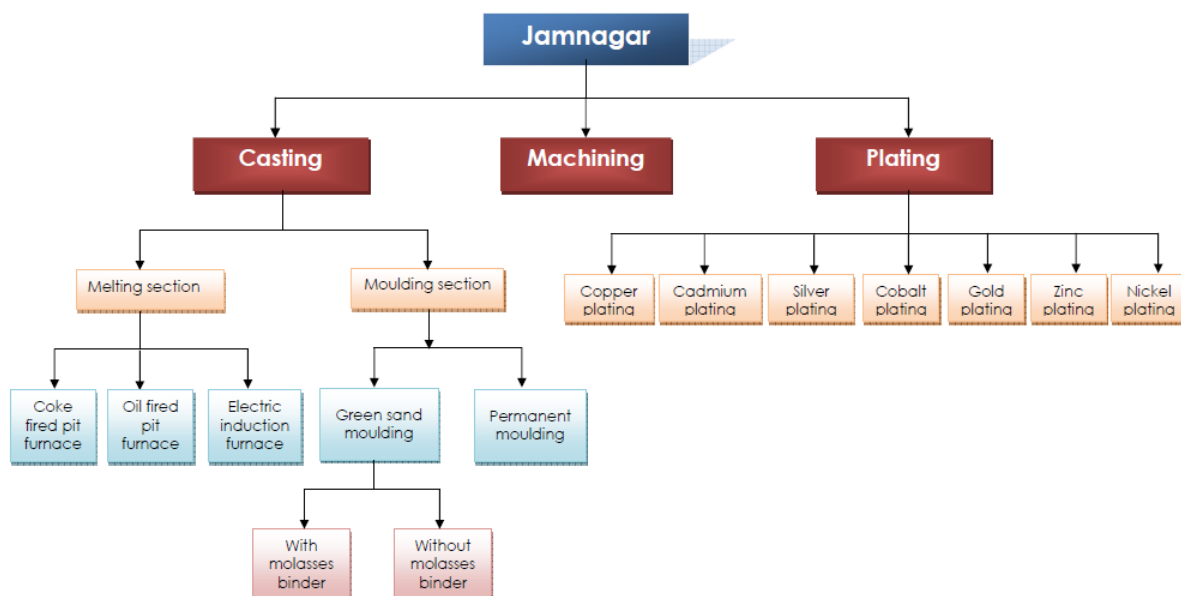
Source: www.gidc.gujarat.gov.in

V. Jamnagar Brass Parts Industry

Jamnagar known as 'chota kaashi' of India is also recognized as brass city of India. The city is significant industrial centre for brass parts since many years. The several work units that are connected to brass include extrusion, electroplating, brass foundries, and businesses that make brass parts. There are about 5000 factories that produce the following products:

- Builders Hardware (doors & window hinges, stoppers, studs, handles, knobs in different size & shape)
- Bathroom & Sanitary fittings (venetian blinds, hangers, taps, curtain fittings)
- Electronic & Electrical Accessories (socket pin, battery terminal, switches, tester, computer sockets)
- Automobile & Cycle tube valves, industrial control valves.
- Agricultural implements (accessories for tractors)
- Customised components for precision machine
- Brass jewellery & parts for pen
- Earthing Accessories
- Brass Fitting parts & fasteners

Figure: 2
Organization based on Operations



Source: www.jamnagaronline.com

VI. What is Employee Engagement?

‘There are three kinds of people: those who make things happen, those who watch things happen, and those who ask, ‘What happened?’ —Casey Stengel

Employee Engagement can be understood as the work commitment level and involvement of an employee towards the organizational values. An employee who is engaged is aware about the business environment and is a team-player. In the year 2006 the Conference Board published a research paper on ‘Employee Engagement – A review of current research and its implication’. The study was conducted by research firms such as Gallup, Towers Perrin, Blessing White, The Corporate Leadership Council & others. The research identified 8 key drivers of employee engagement out of total 26 drivers which are listed:

- | | |
|---|------------------------------|
| 1. Trust & Integrity | 5. Pride about the company |
| 2. Nature of the job | 6. Team members |
| 3. Line of sight between employee & company performance | 7. Employee development |
| 4. Career growth opportunity | 8. Relationship with manager |

VII. Literature Review

The concept of Employee Engagement was first coined by the renowned psychologist Kahn (1990) as the “harnessing of organizational members’ selves to their work roles”.

Jolly Sahni (2019) in the research paper titled “Investigating the status of Employee Engagement in SME of an emerging economy: Case of India” has conducted a study on SME of Delhi NCR region. The results depicted an encouraging representation of employee engagement among SME employees. It was also evident that with limited resources most SMEs face a major challenge to engage employee.

With the development in employee age, perception towards the organizations shows an advanced and encouraging engagement on the part of employees. As per the study there is no significant difference in the level of engagement related to age of the employees. (T.Ravikumar 2013)

Thakur Preeti (2014) concluded that there is positive relationship between employee engagement and job satisfaction in IT sector or employee engagement effect positively on job satisfaction. This can be concluded that among the former work motivation can be improved through increasing job authority and accountability. At the clerical level, rewards and sanctions are significantly associated with job involvement.

VIII. Objectives of the Study

- To identify the level of Employee Engagement among various department.
- To identify the level of Employee Engagement opinions & age of respondents
- To identify the level of Employee Engagement behaviour & age of respondents

IX. Research Methodology

The present study is a descriptive research based on primary data collected from a sample of 100 respondents from 17 brass parts units which form a part of MSME sector in Jamnagar district. The respondents were selected by using non-random convenience sampling technique and the data were collected with the help of well-structured questionnaire. The questionnaire consists of three parts namely – demographic data, Employee Engagement Condition Factors, Employee Engagement Opinion Factors & Employee Engagement Behavior Factors. Based on the study, there were 15 factors selected for Employee engagement conditions, 10 Factors are representing Employee engagement opinion and the 8 factors are focusing on Employee Engagement Behavior. The respondent rated each of the identified factor on a 5-point Likert scale ranging from ‘strongly satisfied/agree’ to ‘strongly dissatisfied/disagree’. The collected data has been analysed using the statistical tool ANOVA.

IX. Results & Analysis

Table No: 2

Demographic data of Respondents		
No	Particulars	% of Respondents
1	Gender	
	Male	91
	Female	9
	Total	100
2	Age	
	18-25	31
	26-30	24
	31-35	17
	36-40	16
	Above 40	12
	Total	100

3	Department	
	Production	51
	Marketing	27
	Accounts/Admin	8
	Quality Control	14
	Total	100
4	Annual Income	
	50000-less than 100000	21
	100000 - less than 150000	38
	150000 - less than 200000	22
	200000 - less than 250000	10
	250000 - 300000	9
	Total	100

Table No 2 represents the demographic profile of the 100 employees surveyed. The classification and percentage are based on the responses provided on the questionnaire. As per the data 9% of the respondent are female and 91% are male which is understood that majority of the employees in brass units are preferred to be male. Regarding the age of the respondents 31% of the respondent fall under the age group of 18 to 25, 24% of the respondent belonged to the age group of 26-30. There were 12 respondents who were above 40 years old.

The department classification was also done and the data revealed that 51% of the respondent are from production & sales, 27% belonged to marketing & sales department and 14% were from quality control. 8% of the respondent are from accounts & admin department. The annual income classification represented the income group between 100000-150000 per annum having 38% of the respondent.

Regarding the Employee Engagement Conditions, majority of the employees were highly satisfied about the opportunity being provided to them to use their skill & abilities. The Engagement opinion is maximum that is 68% for the confidence which respondent are displaying to meet the work goals. The behavior of the engaged respondents is highly satisfied as they are able to adapt themselves during challenging situations.

XI. Findings & Suggestions

The objectives of the study were to know the level of employee engagement as per department classification, also to know the demographic factor (age) and level of employee engagement opinion & behavior. Hence the hypothesis framed at this stage is as below:

H_a = There is no significant difference in organizational department & employee engagement conditions.

H_b = There is no significant difference in age & employee engagement opinion.

H_c = There is no significant difference in age & employee engagement behavior.

To identify the level of Engagement the first dimension i.e conditions of Employee engagement was taken into consideration in which the following factors were selected for the study-

1. Relationship with co-workers
2. Nature of Work
3. Relationship with immediate supervisor
4. Contribution to organizations' business goals
5. Ease of Communication
6. Career development opportunities

The above factors were then compared with different departments of the organization. The following departments were identified –

1. Production
2. Marketing
3. Accounts/Admin
4. Quality Control

The next two hypotheses were framed based on opinion & behavior of employees and age group which was classified between 18 years to 25 years, 26 years of age to 30 years, 31 years to 35 years, 36 years of age to 40 years and above 40 years' age of respondents.

➤ Employee Engagement opinion factors and age of respondents

1. Confidence about meeting work goals
2. Motivation provided by individual goals.
3. Focus during working hours
4. Passion about work
5. Volunteering for task beyond job requirement

- Employee Engagement Behaviour factors and age of respondent
- 1. Quick adaption of colleagues during challenging or critical situations.
- 2. Work group/team never give up despite difficulties
- 3. Employees in organization deal very well with unpredictable or changing work
- 4. Employees flexible enough in expanding the scope of their work.
- 5. People often volunteer for new projects.

Table No: 3
Result of ANOVA

Hypothesis Statement	Calculated Value	Tabulated Value	Remarks
There is no significant difference in organizational department & employee engagement conditions	234.46	3.09	Failed to accept Null Hypothesis
There is no significant difference in age & employee engagement opinion	18.23	2.87	Failed to accept Null Hypothesis
There is no significant difference in age & employee engagement behavior	30.88	2.87	Failed to accept Null Hypothesis

As per the table it is observed that there is significant difference between department and employee engagement conditions. Respondents are engaged at departmental level and show satisfactory approach towards the organization.

Observation of age and employee engagement opinion, it is specified that the employees are engaged as per the age factor. The maximum age group which expressed the engagement level is between 18-25.

As per the analysis of age and engagement behavior of employees it is observed that employees' behavior modifies when they are engaged by the organization and its policy for employee engagement as per the age groups. The level of employee engagement is shown by the age group of respondents under 18-25 years at maximum. Hence the employees who are above the age of majority but not more than 25 years' experience more engagement satisfaction level as compared to respondents of other age group.

XII. Conclusion

The paper is able to conclude that the MSME units under study are practicing employee engagement activities to keep the workers engaged and motivated for better performance. The future scope of the study can be further expanded by increasing the sample size, number of brass parts units selected for the study, and also including all the phases of Jamnagar brass functioning under GIDC.

MSMEs over the years have commanded larger implication in our mushrooming national economy by contributing to employment opportunities and rural industrialization. The sector possesses sufficient potential to accelerate industrial growth. The 'Make in India' & 'Vocal for Local' have added value to existing initiatives taken up by Indian Government.

This sector has displayed adequate resilience for sustainable growth supported by our traditional skills and expertise and by infusion of advanced technologies, capital and innovative marketing strategies.

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