A Study on Employee Engagement at Siemens Limited, Kalwa

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Abstract

Employee Engagement is the strategy by which an organization wants to build a partnership between the business and its employees. It is seen mainly as the organization's responsibility to create an environment and culture that is conducive to this partnership. High employee engagement levels leads to higher productivity. Employees are considered to be engaged, when there is an optimistic attitude towards the work and also a higher degree of commitment. Organizations seek to maximize profitability and productivity of their staff. Employees seek satisfaction from their work. If they can be achieved simultaneously, it will be a 'win-win' situation. The impact of an 'engaged' workforce as opposed to an 'unengaged' one is dramatic. Siemens is faced with attrition among its entry level employees i.e. in executive grade, which is resulting in high recruitment and training costs. This attrition also results in a great loss of productivity due to the vacancy that is created by the exodus of the employees. The purpose of the study is to find where the gap is and then to try and suggest what corrective measures can be undertaken to reverse this objectionable trend. This research study aspires to study the engagement levels of employees in Siemens Ltd. Kalwa works. The research methodology is exploratory as the researchers are trying to find out the factors that affect employee engagement and the most important ones that HR managers need to look at to improve employee engagement levels within their organization.

Key Words: Employee Engagement, Attrition, Recruitment and Training costs

INTRODUCTION

Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. It is a positive attitude held by the employees towards the organization and its values. An "engaged employee" is one who is fully involved in, and enthusiastic about, his or her work and thus will act in a way that furthers their organization's interests. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization.

Employee engagement is different from satisfaction, motivation, culture, climate and opinion. Employee Engagement is the extent to which workforce commitment, both emotional and intellectual, exists relative to accomplishing the work, mission, and vision of the organization.

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CATEGORIES OF EMPLOYEE ENGAGEMENT
According to Gallup, the Consulting firm, there are different types of employees:-

Engaged--"Engaged" employees are generally builders. They want to know what the expectations for their role are so that they can meet and also exceed them. They're inquisitive about their organization and their place in it. They generally perform consistently at all levels. They also work with passion and they force innovation and move their business forward.

Not Engaged---These employees tend to concentrate more on everyday jobs rather than the goals and outcomes that they are required to accomplish. They also like to be told what to do just so that they can do it and say that they have finished. They focus more on finishing tasks rather than getting an outcome. Employees who tend to be not-engaged tend to feel that their contributions are being overlooked, and that their potential is not being used. They generally feel this way because they do not have good productive relationship with their managers or colleagues.

Actively Disengaged-These employees are the "cave dwellers." They're Consistent against virtually everything. They are not just miserable at work but are very busy acting out their unhappiness .They also propagate seeds of negativity at each and every opportunity. Every day, the actively disengaged workers demoralize what their engaged coworkers accomplish. As the workers increasingly rely on each other to produce goods and services, the troubles and the tensions that are fostered by these actively disengaged workers can cause great harm to an organization's functioning.

3 C's OF EMPLOYEE ENGAGEMENT
Employee engagement refers to being involved and enthusiastic about work and company where an engaged employee has an undoubtedly positive emotional attachment with their work and also talks positively about work to others. A state of satisfaction and commitment can be achieved by communication of the 3 C's.

Career-It is an important need of the employee, is an opportunity to nurture career through promotions, job rotations and other significant assignments. Employees will feel engaged only if the company along with its managers spends their genuine and meaningful time in helping the employee to grow in their careers. Truly investing in the career of employees, leading to engagement, would breed enthusiasm and goodwill.

Competence-Employees are more interested in competence boosting opportunities where competence is about ability to grow and it grows only after one applies whatever they have learned in real life tasks.

Care- Care is an art; it is required for managers to be sensitive, compassionate and spontaneous. Caring involves being sensitive to the mood of the employee, workload, coming up with solutions to ease their stress. Sensitive managers foster caring as a culture that helps balancing tasks as well as relationships. Thus a genuine caring indeed deepens engagement.

REVIEW OF LITERATURE

An organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results. **Cartwright, S.,** and **Holmes, N.** (2006) in their article *"The meaning of work: The challenge of regaining employee engagement and reducing cynicism"* published in Human Resources Management Review reveals that changes in the workplace have tended to significantly increase the demands placed on employees, often to the detriment of their health and personal life. As organizations have expected more from their workforce and have provided little in return other than simply a job or employability, it is perhaps not surprising that employee cynicism and mistrust have increased. Hence it is critical to redress the balance and the organizational need to recognize the emotional aspects of work. **Chalofksy, N., & Krishna, V. (**2009) in their paper *"Meaningfulness, Commitment, and Engagement: The Intersection of a Deeper Level of Intrinsic Motivation"*, published in Advances in Developing Human Resources suggests the existence of a level of motivation that goes beyond the commonly known typologies of intrinsic and extrinsic motivation. The article discusses connections between meaning of work and meaning at work represented by the concepts of employee commitment and engagement. **Korunka, C., Kubicek, B., Schaufeli, W.B. & Hoonakker, P.** (2009) in their paper *"Burnout and work engagement: Do age, gender, or occupation level matter-Testing the robustness of the Job Demands-Resources Model"*, published in the Journal of Positive Psychology. Their study focuses on work engagement and its negative antipode, burnout, as well as their antecedents and consequences. According to the Job Demands-Resources (JD-R) model two different processes have to be distinguished: a motivational process that links job resources with turnover intention through work engagement. **Luthans, F. & Peterson, S.J.** (2002) in their research paper *"Employee engagement and manager self-efficacy"* , published in the Journal of Management Development concluded that even though technology still dominates, human resources and how they are managed is receiving increased attention in their analysis of gaining competitive advantage. Yet, many complex questions remain. This study first examines the theoretical understanding of employee engagement. Then an empirical investigation is made and the results of the statistical analysis indicated that the manager's self-efficacy is a partial mediator of the relationship between his or her employees' engagement and the manager's rated effectiveness. Overall, these findings suggest that both employee engagement and manager self-efficacy are important antecedents that together may more positively influence manager effectiveness than either predictor by itself. Implications for effective management development and practice are discussed. **Macey, W.H. & Schneider, B. (2008)** in their research paper *"The meaning of employee engagement",* published in the Journal of Industrial and Organizational Psychology,

argued that the meaning of employee engagement is ambiguous among both academic researchers and among practitioners who use it in conversations with clients. We show that the term is used at different times to refer to psychological states, traits, and behaviors as well as their antecedents and outcomes and potential antecedents, especially measurement via employee surveys.

ABOUT SIEMENS

Siemens in India has a history dating back to 1867 when founder Werner von Siemens took a bold decision to build a telegraph line from London to Kolkata. This happened within 20 years of the company's foundation in 1847. A factory was set up in 1957 in Worli to manufacture switchboards and another was set up in 1959 for medical equipment. Production of motors commenced at Kalwa in 1966 and another switchboard factory was set up in Nashik in 1981. Today, the company has a sales and service network that spans the country, 21 manufacturing plants, eight centers of competence and 11 R&D centers. The Siemens group in India comprises 13 legal entities (as of April 30, 2012). In the past few years, Siemens Ltd. has amalgamated into itself, numerous group companies while divesting its stake in some others.

OBJECTIVES OF THE STUDY

- To understand employee engagement as a concept.
- Assess the employee engagement levels within the company on different parameters
- Suggest measures for better engagement.

RESEARCH METHODOLOGY

Siemens is faced with attrition among its entry level employees i.e. in executive grade, which is resulting in high recruitment and training costs. This attrition also results in a great loss of productivity due to the vacancy that is created by the exodus of the employees. The purpose of the study was to find where the gap is and then to try and suggest what corrective measures can be undertaken to reverse this objectionable trend. This research study aspires to study the engagement levels of employees in Siemens Ltd. Kalwa works. The research methodology is exploratory as the researchers are trying to find out the factors that affect employee engagement and the most important ones that HR managers need to look at to improve employee engagement levels within their organization. The Sample size is 40 and includes employees who work at the executive grade in the company and have a work experience of less than five years. The questionnaire used, focused broadly on the following parameters:

- Work And Adequate Resources
- Rewards & Recognition
- Opportunity
- Team Work
- Immediate Superior/ Manager
- Communication
- Quality Of Work Life
- Recreational Activities

RESEARCH GAP

As seen, most of the studies have been conducted globally and for all industries, sector etc., but, few for an MNC which is in India specifically. This study is different as compared to others in the fact that it focuses on employees in Siemens India specifically.

OBSERVATIONS AND FINDINGS

The following analysis shows the results that were obtained after administering the questionnaire.

A.   WORK AND ADEQUATE RESOURCES
1.   AVAILABILITY OF MATERIALS AND EQUIPMENT NEEDED FOR JOB

|		
Strongly Disagree	0	0%
Disagree	2	5%
Neutral	8	20%
Agree	22	55%
Strongly Agree	8	20%

According to the findings 22 out of 40 respondents (55%) agree that they have sufficient material and equipment to do their jobs efficiently. A very few respondents (5%) disagree with this.

Engagement is very much linked to having the resources required to accomplish the task at hand. These resources may include any physical items such as computers and machinery, or may be found in the competence of a coworker. Employees require the right tools and equipment to support their skills, their experience and talents & carry out their jobs at an optimum level.

The high-performance Organizations can sustain engagement in a large part because they make investments on infrastructure when the other companies stop.

2. EXPECTATION FROM JOB

STRONGLY DISAGREE	0	0%
DISAGREE	2	5%
NEUTRAL	6	15%
AGREE	24	60%
STRONGLY AGREE	8	20%
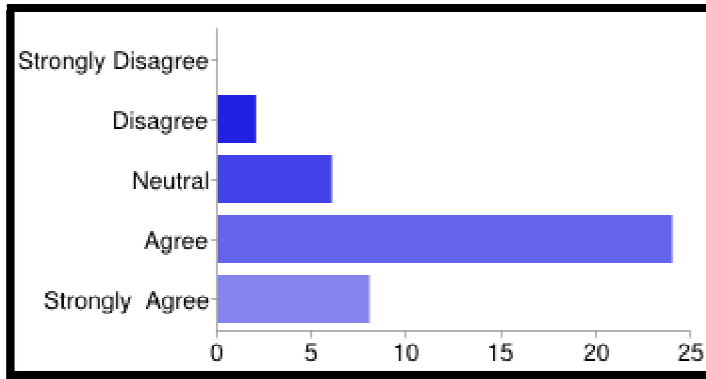
According to the findings, 24 out of 40 respondents (60%) agree that they know what is expected at work from them. A very few respondents (5%) disagree with this. It is very important that the staff should know exactly what is expected of them at work. If at all their job descriptions are unclear, then employees will without a doubt face irritation, and as result will not be able to perform their jobs to their fullest capabilities. Having clearly defined goals is also very important. Employees need an unambiguous understanding of the organization's goals, along with an idea about how their individual goals fit into the larger picture, if they have to stay engaged. Also to foster engagement, companies should try to reduce drains on employees' energy. Having unreasonable expectations from the employees – in the form of too much workload, excessive time pressures, or having conflicting demands on their time –will obviously result in low engagement.

3. WORKLOAD DISTRIBUTION

STRONGLY DISAGREE	**0**	**0%**
DISAGREE	5	12.5%
NEUTRAL	9	22.5%
AGREE	**16**	**40%**
STRONGLY AGREE	10	25%
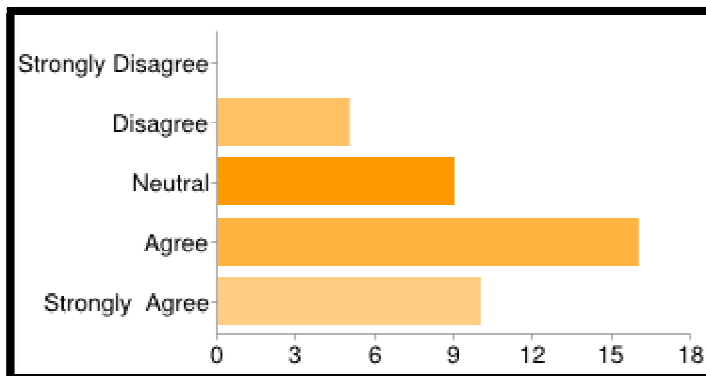
According to the findings, 16 out of 40 respondents (40%) agree that their workload is sufficiently distributed throughout their department. A few respondents (12.5%) disagree with this. This is very important because if a person feels that most of the work is being allocated to him then he will get frustrated, as he will not be able to fulfill all his obligations and will be forced to just complete his work for the sake of it. This will result in low employee engagement levels. Also at times, it might be just the opposite where in a person might not be given sufficient work and he will be forced to sit idle. This will increase his feeling of helplessness where he will feel that he is not competent enough to do the work and that is why he is not given enough work. His level of satisfaction will drop substantially and finally it might result in either the employee quitting his job or depression.

4. PRIDE IN ORGANIZATION

Pride In one's Company is very important. Employees want to achieve pride and status through their own jobs and accomplishments. This is directly related to an employee's commitment to the organization.

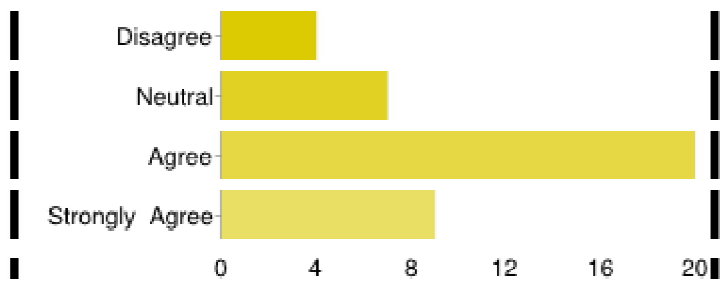|		
STRONGLY DISAGREE	**0**	**0%**
DISAGREE	2	5%
NEUTRAL	6	15%
AGREE	**17**	**42.5%**
STRONGLY AGREE	15	37.5%

According to the findings , 17 out of 40 respondents (42.5%) agree that they are proud to work at their company. A few respondents (5%) disagree with this.

5. REWARD & RECOGNITION

Motivating the employees is very important. If a employee feels that the organization recognizes that he is doing a good job and appreciates it then the employee will be very motivated to do a better job next time. Also it is very important that the motivation at times can be in measurable terms like a rise in paycheck, increased perks and promotions. Also giving company awards like Employee of the month or Achiever's Award can also be very motivating and compel an employee to perform better and be more productive.

STRONGLY DISAGREE	0	0%
DISAGREE	4	10%
NEUTRAL	7	17.5%
AGREE	20	50%
STRONGLY AGREE	9	22.5%

According to the findings, 20 out of 40 respondents (50%) agree that their company recognizes or praises them whenever they do a good job. A few respondents (10%) disagree with this.

6. PROMOTION OPPORTUNITIES

Strongly Disagree	0	0%
Disagree	3	7.5%
Neutral	15	37.5%
Agree	16	40%
Strongly Agree	6	15%

According to the findings, 16 out of 40 respondents (40%) agree that they are aware of the promotion opportunities in the company. A few respondents (7.5%) disagree with this.

It is very important that employees are aware of the promotion opportunities because if they do not know then it is very unlikely that they will envision a future with that company. They are likely to get disheartened about their lack of growth. Engaged employees see their work as challenging and include options for development and advancement.

7. CAREER PLANNING AND GROWTH

Strongly Disagree	0	0%
Disagree	8	20%
Neutral	10	25%
Agree	17	42.5%
Strongly Agree	5	12.5%

According to survey findings, 17 out of 40 respondents (42.5%) agree that they have an established career path in the organization. However many respondents (20 %) disagree with this and many are neutral (25%) on the subject.

An employee forsees his future with an organization when they feel that their own skills and goals match with what the organization needs. And when such a fit exists, employees are more likely to be engaged. Moreover, Employees who believe that their career aspirations can be met at their current employer – not somewhere else – tend to be highly engaged. Finally, to help employees reach their career goals, organizations must provide challenging work and assignments. Organizations that get people out of their comfort zone and set employees up for career success are more likely to engage them. Mentoring programs can also paint a picture of the future – or of multiple possible futures.

8. TEAM WORK

8.1 SUPPORT OF CO-WORKERS

| Strongly Disagree	0	0%
Disagree	0	0%
Neutral	5	12.5%
Agree	21	52.5%

Strongly Agree	14	35%
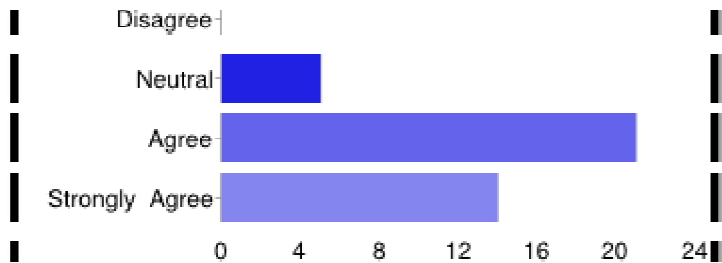
According to the survey findings, 21 out of 40 respondents (52.5%) agree that the people they work with help each other when needed.

Trustworthy colleagues are a very important catalyst for sustaining engagement: Workers who feel they can depend on their colleagues are more likely to be highly engaged and will have high intentions of staying with their organizations as compared to employees who do not have such trusting relationships with their colleagues. When people face challenges at work, they want to know that their colleagues will be there to help them out. They also want to know that co-workers will fulfill any promises that they have made.

8.2 INFORMATION SHARING & IDEA GENERATION

| Strongly Disagree	0	0%
Disagree	3	7.5%
Neutral	6	15%
Agree	21	52.5%
Strongly Agree	10	25%
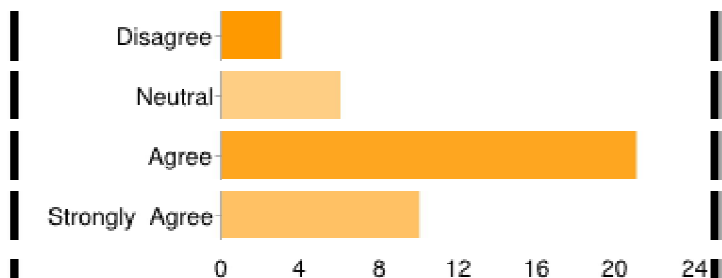
According to the survey findings, 21 out of 40 respondents (52.5%) agree that their co-workers and they share information and new ideas. A few respondents (7.5%) disagree with this.

It is important for an employee to know that information is not being withheld from them for the sake of corporate politics as it might seriously hinder their ability to take decisions. If they feel that their co-workers are not sharing information then they are likely to perceive them as threats rather than as members of the same team.

9. IMMEDIATE SUPERVISOR/MANAGER

9.1 TEAM LEADER /MANAGER'S SUPPORT

|		
Strongly Disagree	**1**	**2.5%**
Disagree	2	5%
Neutral	5	12.5%
Agree	**18**	**45%**
Strongly Agree	14	35%
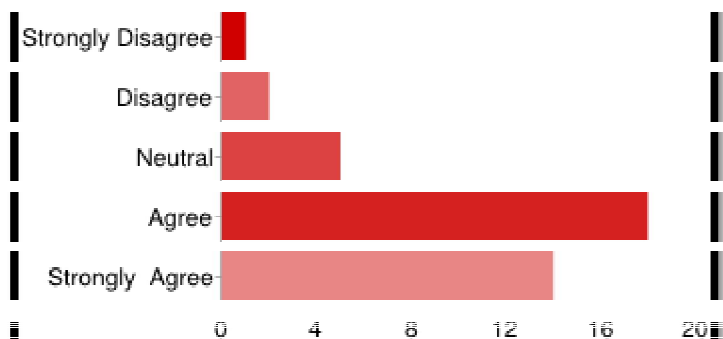
According to the survey findings, 18 out of 40 respondents (45%) agree that their Team leader or Manager treats them fairly. However, few respondents (7.5 %) disagree with this and many are neutral (12.5%) on the subject.

A degree of fairness is required in the dealings between the employees and managers. At the end of the day, everything boils down to trust because if an employee feels that he is being treated unfairly he will not give his best and be less productive. It is very important that managers use most of their time with their most productive talent. Most of the managers give maximum degree of consideration to those employees who are lagging behind at work. Talented, productive people hunger after time and attention from their senior managers, and they might leave the organization if they have a weak relationship with their manager or supervisor.

9.2 TEAM LEADER /MANAGER'S OPENNESS

Strongly Disagree	**0**	**0%**
Disagree	3	7.5%
Neutral	9	22.5%
Agree	**15**	**37.5%**

Strongly Agree	13	32.5%
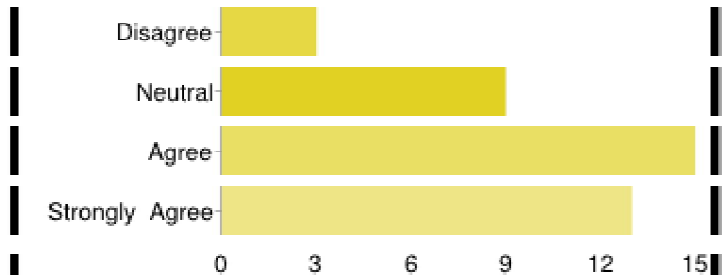
According to the survey findings, 15 out of 40 respondents (37.5%) agree that they can freely approach their Team leader or Manager with their problems. However, few respondents (7.5%) disagree with this and many are neutral (22.5%) on the subject.

It is important to have a good working relationship with the team leader or the manager because whenever in doubt employees can freely approach him. It indicates a level of trust and they know that he/she will support the employee no matter what.

10. COMMUNICATION

10.1 IMPORTANCE OF COMMENTS AND SUGGESTIONS

Strongly Disagree	**0**	**0%**
Disagree	0	0%
Neutral	10	25%
Agree	**20**	**50%**
Strongly Agree	10	25%

From the results, 20 out of 40 respondents (50%) agree that they feel free to offer their comment and suggestions. However, few respondents are neutral (25%) on the subject.

Allowing employees to take part in the decisions through brain storming sessions makes them feel a part of the team and when they can freely suggest ideas without someone making fun of them then it is very likely that they will think out of the box next time. Empowerment to make or contribute to the decisions and sharing responsibility in the decisions and outcomes helps the employees to feel like they are making a personal difference in the organization.

10.2 ACTIONS ON SUGGESTIONS

Strongly Disagree	**0**	**0%**
Disagree	1	2.5%
Neutral	**16**	**40%**
Agree	**15**	**37.5%**
Strongly Agree	8	20%

The result shows that 15 out of 40 respondents (37.5%) agree that actions are taken on any suggestions given by them. However, most of the respondents are neutral (40%) on the subject.

Employees always appreciate being able to see the value that they bring to the organization and knowing that their role is meaningful.

Employees will find meaning and fully engage in their work when they feel that they can make a difference. Employees who believe that their work is significant will be more likely to be highly engaged than those employees who did not believe this. In order to help employees understand that their work does make a difference, Team leaders must communicate the organization's mission and try to recognize the efforts that contribute to achieve those goals.

11. QUALITY OF LIFE

11.1   WORK PLACE COMFORT

|		
Strongly Disagree	**0**	**0%**
Disagree	4	10%
Neutral	6	15%
Agree	**25**	**62.5%**
Strongly Agree	5	12.5%
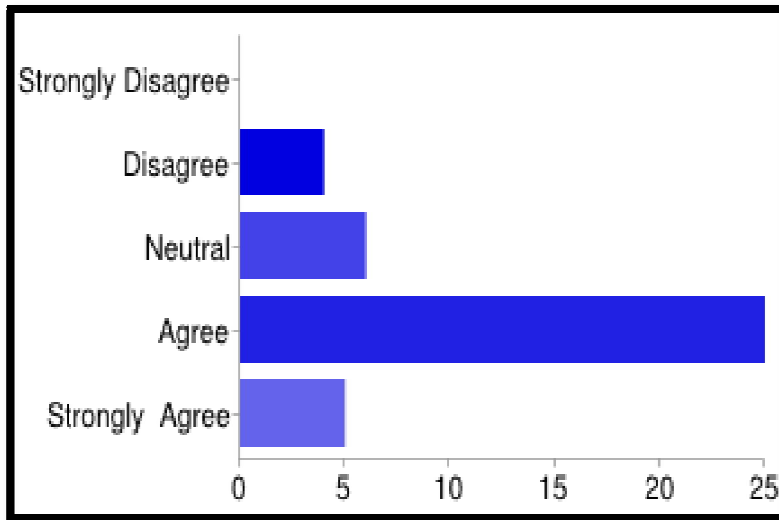
According to survey findings, 25 out of 40 respondents (62.5%) agree that they are comfortable in their workplace. However, few respondents (10 %) disagree with this and many are neutral (15%) on the subject.

Comfort in one's workplace is not just about physical comfort but it is also about having an environment where a person can work without fear. As we know even in Maslow's hierarchy safety is a paramount concern. Employees are likely to be more engaged when their organization creates a safe environment where they can take risks without the fear of retribution even if they make mistakes and where the employees trust and support one another. Also, an employee is more likely to have high intentions of staying with their present company when they feel that the workplace environment is safe for any risk-taking. Good leaders take responsibility to create a climate that will support risk taking and transparency.

11.2 FRIENDS AT WORK

|		
Strongly Disagree	**1**	**2.5%**
Disagree	7	17.5%
Neutral	9	22.5%
Agree	**13**	**32.5%**
Strongly Agree	10	25%
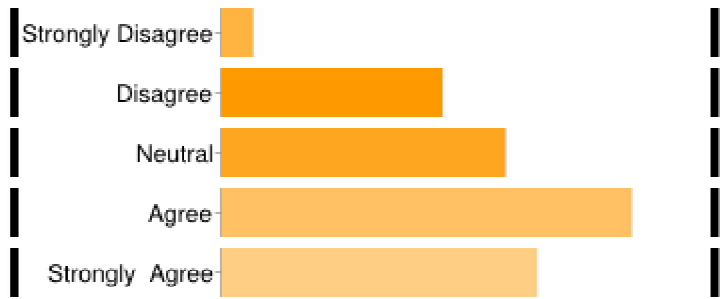
As the table and graph shows that only 13 out of 40 respondents (32.5%) agree that they have a best friend at work. However, many respondents (20%) disagree with this and many are neutral (23%) on the subject.

Having a good or best friend in the organization, or "being cared about by their colleagues", is a strong forecaster of employee engagement. When people face challenges at work, they want to know that their colleagues will be there to help them out.

11.3 RECREATIONAL ACTIVITIES AT WORK

|		
Strongly Disagree	**1**	**2.5%**
Disagree	2	5%
Neutral	6	15%
Agree	**26**	**65%**
Strongly Agree	5	12.5%
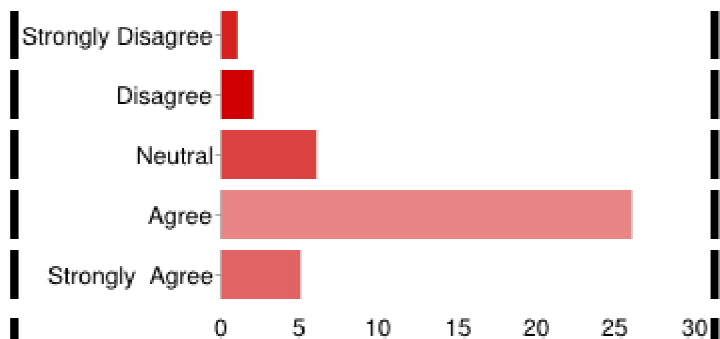
As per table 26 out of 40 respondents (65%) agree that recreational activities make them look forward to work. However, very few respondents (7.5 %) disagree with this and many are neutral (15%) on the subject.

More engaged employees will invest a great deal of their physical, mental and emotional energy
in their work. Every day, they innovate and overcome hurdles to help their organization show a
profit. But to perform at these levels, they need to sustain their stamina and companies can help
the employees maintain these reserves of energy by supporting their recovery. To remain
engaged in their work, employees need opportunities to recover from their laborious efforts so
that they can return to their work with energized. Here recreational activities play a major role.

12 FACTORS IMPORTANT TO EMPLOYEES
12.1   JOB SATISFACTION

|		
More challenging work	7	18%
More opportunities to do what I do best	7	18%
Greater clarity about my own work preferences and career goals	3	8%
Greater clarity about what the organization needs me to do –and why	3	8%
Improved cooperation among my co-workers	2	5%
More say in how my work gets done	2	5%
A better relationship with my manager	6	15%
Career development opportunities and training	10	25%
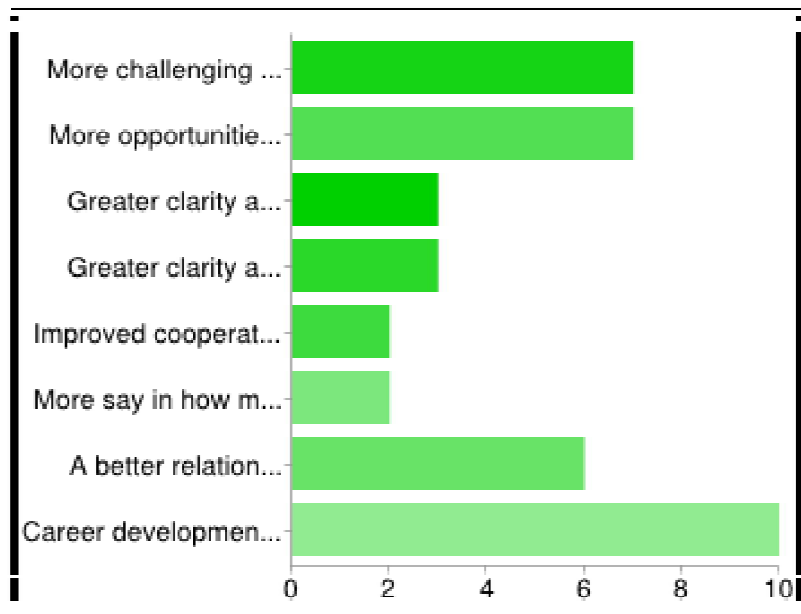
Most respondents (25%) would like more career development opportunities and training while some would like additional opportunities to do what they generally do best or more challenging work to get job satisfaction.

These parameters are very important as it will let the employee know what his future is, gives him a more challenging job and prove his capability.

12.2   FACTORS THAT IMPROVE PERFORMANCE

Development opportunities and training	7	18%
Regular, specific feedback about how I am doing	12	30%
Greater clarity about what the organization needs me to do – and why	8	20%
Better communication with my manager	4	10%
A better relationship with my co-workers	2	5%
More resources	2	5%
A coach or a mentor other than my manager	5	13%
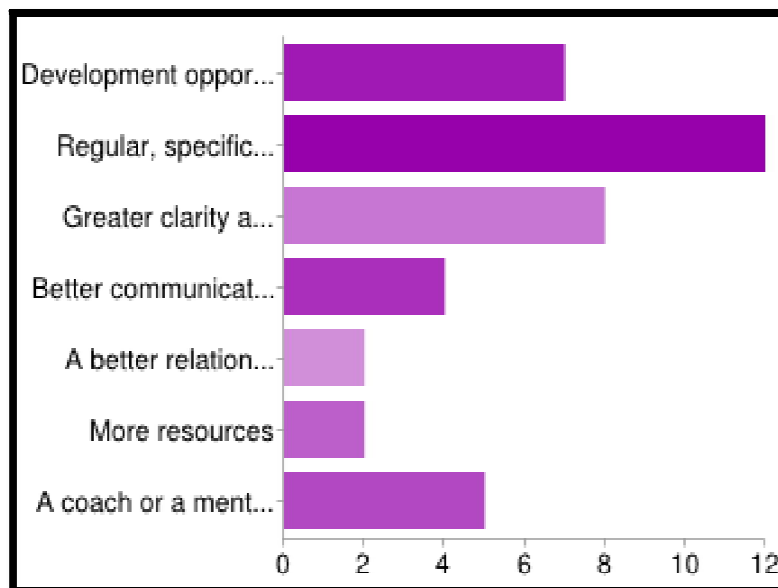
From the results most respondents (30%) would like regular, specific feedback about how they are doing in the organization while some want better clarity about what the organization needs them to do and its reason or what are the training and development opportunities to improve their performance.

OVERALL EMPLOYEE ENGAGEMENT ACTIVITIES AT SIEMENS

Most of the respondents replied that overall they are satisfied with the employee engagement activities at Siemens. Some of the activities are:

- One day outing within city
- Going out for a movie with the entire team and office staff
- Movie screening of any particular evergreen movies on weekends
- Planting trees and cultivation
- Playing indoor and few outdoor sports
- Employees are also given opportunities to visit different places for refreshment
- Occasional celebrations, celebrating festivals, various bands and singing performance and lot of trip.
- Team Lunch (every month or occasionally) keeps the communication with the entire team going.
- Project Parties - For every project release the onsite pool in & organize project parties for the counterparts at offshore.
- Floor level fun - Games are organized for each floor
- Plays
- Annual functions held in company premises
- Organization wide Trips
- Boat parties, birthday bashes

According to the results, overall employees are satisfied but there are still many employees who are not satisfied and such employees will ultimately be disengaged. The organization cannot afford this because any employee is a very valuable asset to the organization and losing him will be a very great loss to the organization. The general areas where the companies can focus are:

 The job description and individual goals very clear so that the employees know what is expected of them i.e. Eliminate any ambiguity. The company should ensure that no employee is being pressurized to do any extra work which is not a part of his job.

RECOMMENDATIONS

Researchers are of the opinion that right appreciation should be given whenever an employee performs better. The career development and promotion opportunities should be discussed with every employee through mentoring programs. Team Selection should be done with care so as to avoid any unnecessary conflicts in the organization. Provision of mechanisms by which any employee not satisfied with any unfair treatment given by their team leader or manager can address the issue and solve the same should be made available. Managers should create an environment where the employees have the freedom to make any suggestions freely. A coach or a mentor should be provided who is not their manager. The company should focus on team building activities so as to create a feeling of trust among the co-workers. The company should try to gauge the interest of each and every individual and place them accordingly as there is a lot of disparity and sense of discontent amongst the employees regarding the same.

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